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**THE EFFECT OF LEADERSHIP STYLE TOWARDS EMPLOYEE'S JOB  
SATISFACTION**

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**MASTER OF SCIENCE MANAGEMENT**

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**THE EFFECT OF LEADERSHIP STYLE TOWARDS EMPLOYEE'S JOB  
SATISFACTION**

**By**

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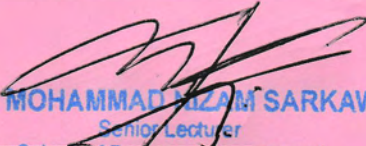
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## ABSTRACT

Employees are considered to be one of the valuable assets in organizations. Hence, it is vital to increase and maintain their job satisfaction in return for productive outcomes. There were numerous empirical studies documented for leadership style and employee's job satisfaction that portrayed the cruciality of both variables to be in line with one another as it will affect organizational performance. Although leadership style and job satisfaction had been studied broadly, but there was still lack of insight related to this relationship specifically in the context of retail industry. Hence, the aims of this study were to determine the relationship between leadership styles and retail employee's job satisfaction. A convenience sampling technique was used for data collection where questionnaires was conveniently distributed to several retail store in Kota Kinabalu, Sabah. There were a total of 238 retail employees responded and gave their feedback for this study. Furthermore, distributed questionnaires contained two sets of instruments namely, Multifactor Leadership Questionnaire (MLQ) to measure both transformational and transactional leadership style, as well as Minnesota Satisfaction Questionnaire (MSQ) to measure employee's job satisfaction. Descriptive analysis were used for respondent's profile as according to their gender, educational level, income level and years of service. The relationship between leadership style and job satisfaction were determined using the Pearson Correlation analysis, whilst multiple regression were used to examine whether leadership style influence job satisfaction. As a result, there is a significant relationship between transformational and transactional leadership styles on job satisfaction. Surprisingly, the result also indicates that only transformational leadership become a predictor that influence job satisfaction but not for transactional leadership. Hopefully, the current study can provide more knowledge on leadership and job satisfaction specifically done in retail industry setting.

**Keywords:** Leadership style, Transformational Leadership, Transactional Leadership, Job Satisfaction

## ABSTRAK

Pekerja di anggap sebagai salah satu asset berharga di dalam sesebuah organisasi. Justeru itu, adalah sangat penting untuk meningkatkan dan mengekalkan kepuasan kerja bagi mendapatkan kembali hasil yang produktif. Terdapat banyak kajian-kajian lampau yang telah mendokumentasikan gaya kepimpinan dan kepuasan kerja pekerja yang menggambarkan bahawa pentingnya untuk kedua pemboleh ubah ini berada dalam keadaan yang selari kerana ianya memberikan kesan terhadap prestasi organisasi. Walaupun gaya kepimpinan dan kepuasan pekerja sudah dikaji secara meluas, namun masih terdapat kekurangan terhadap pemahaman berkaitan dengan hubungan tersebut khususnya dalam konteks industri peruncitan. Maka itu, kajian ini menyasarkan untuk mengenal pasti hubungan di antara gaya kepimpinan dan kepuasan kerja pekerja runcit. Teknik persampelan mudah telah digunakan untuk pengumpulan data, dimana borang soal selidik telah di edarkan secara mudah di beberapa kedai runcit di sekitar Kota Kinabalu, Sabah. Terdapat sejumlah 238 pekerja runcit yang memberikan maklum balas untuk kajian ini. Dalam pada itu, borang soal selidik yang telah di edarkan mengandungi dua set instrumen iaitu, *Multifactor Leadership Questionnaire* (MLQ) untuk mengukur gaya kepimpinan dan juga *Minnesota Satisfaction Questionnaire* (MSQ) untuk mengukur kepuasan kerja pekerja. Analisis deskriptif telah di gunakan untuk profil responden berkaitan dengan jantina, tahap pengajian, gaji dan tempoh perkhidmatan. Hubung kait di antara kedua pemboleh ubah bebas dan pemboleh ubah sandar telah dikaji menggunakan Korelasi Pearson manakala regresi pelbagai digunakan untuk menguji sama ada gaya kepimpinan mempengaruhi kepuasan kerja. Hasil daripada kajian yang telah dilakukan, terdapat hubungan yang signifikan di antara gaya kepimpinan transformasional dan gaya kepimpinan transaksional terhadap kepuasan pekerja. Terdapat hasil yang memeranjatkan apabila hanya gaya transformasional yang dapat mempengaruhi kepuasan kerja tidak melalui transaksional. Oleh itu, kajian in berharap dapat menyumbangkan lagi ilmu pengetahuan tentang gaya kepimpinan dan kepuasan pekerja terutamanya dalam set peruncitan.

**Keywords:** Kepimpinan, Kepimpinan Transformasional, Kepimpinan Transaksional, Kepuasan Kerja

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## List of Abbreviations

CMB	Common Method Bias
CMV	Common Method Variance
DOSM	Department of Statistic Malaysia
ERG	Existence, Relatedness and Growth
GDP	Gross Domestic Product
GJS	Global Job Satisfaction
ICT	Information and Communication Technology
JDS	Job Diagnostic Survey
JDI	Job Descriptive Index
JSI	Job Satisfaction Index
JSRE	Jobs Satisfaction Relative to Expectations
JSS	Job Satisfaction Survey
MBE	Management by Exception
MDTCA	Ministry of Domestic Trade and Consumer Affairs
MLQ	Multifactor Leadership Questionnaire
MRA	Malaysia Retail Association
MSQ	Minnesota Satisfaction Question



$R^2$	R-square
SPSS	Statistical for Package Social Science
TAT	Thematic Apperception Test
UAE	United Arab Emirates
UUM	Universiti Utara Malaysia



## CHAPTER 1

### INTRODUCTION

#### 1.1 Background of the Study

Organizations all across the globe aims to achieve their targeted goals and objectives in order to gain success. To do so, every key player in the organization plays their vital role in making it work. Employees become one of the valuable assets that ensures the future success or failure of an organization. Hence, employee's productivity and performance may be influence by their satisfaction throughout the working period. The key element for a successful organization lies in employee's job satisfaction as stated by Amburgey (2005). Characteristic of a successful organization normally depends on employee's satisfaction and it can crippled an organization if employees are dissatisfied with their work (Galup *et al.*, 2008).

Dartey-Baah and Ampofo (2015) suggested that organizations have emphasizes to upsurge employee's level of satisfaction for the purpose reduce employee turnover, which associated with high costs affecting organization's operation in a bad way (Hay, 2002). Sattar, Nawaz and Khan (2012) stated that there is a non-trivial issue regarding satisfied employee that performed well in every organization. In any industry, organizations needs to ensure that employee's satisfaction should be one of the main priorities in helping to achieve triumph. One of the most challenging industry is retailing, as the nature of work involves the never ending revolution of customer's expectations. Customers become more sophisticated in terms of selecting goods and services offered by the organization. Hence, employees have to face many difficulties to keep up with customer's demand.

According to Kanya (2018), retail industry is prone to have the highest turnover rate as compared to others. Therefore, organizations in retailing nowadays bound to seek for a better solution in preventing this matter from happening. One of the method for organization to practice is by looking on how the leader should guide their subordinates to fulfil the goals and objectives in a correct path.

Tandoh (2011) stated that organization is facing difficulty in coping with globalization, advancing technology, interweaving human relationship, and knowledge transformation that caused organization to face challenges in satisfying employee to deliver good performance. Hence, it directly involves leaders in the organization to adopt prudent strategies in order to cater this challenges. Having different types of leadership style influences the level of satisfaction for employees.

As stated by Hou (2013), organizations could exist in much longer period mainly because of its employees that played huge role and become the dominant factor to achieve great success. Employee's satisfaction were determine through five facets that includes works nature, pay, promotion, coworkers, and supervision. Therefore, organizations are forced to acknowledge that leaders and their leadership style can affect employee's level of satisfaction.

Lussier and Achua (2007) opined that it is tough for an organization to sustain profitability, productivity and competitive advantage if the strategic and effective leadership is absent. Bass (1985) developed the Full Range Leadership Model which had become the most common tool used by researchers for the past two decades. It comprises of transformational leadership, transactional leadership and laissez faire.

In 21<sup>st</sup> century, the leadership styles and managerial skill had been revolutionize as according to the changes in society. Yates (2017) stated that the advancement of technology had evolve to take control on many aspects of people's life and will continue to do so as time goes by. Therefore, leaders are required to adapt with the modernized workplace in order to become more effective in leading their subordinates. Moreover, when leaders able to guide their subordinates in a correct way, it will reduce the tense and pressure to complete all tasks given which can increase their satisfaction.

### **1.1.1 The Retail Industry in Malaysia**

Retailing had been one of the oldest commercial activity in the world. According to Braun (2015), it started off long before the century as farmers were trading their animal, to the first opening of retail store and now modernized retailing through the internet known as e-commerce. The revolution of retail industry had opened up so many opportunities that created globalization. In Malaysia, the retail industry had tremendously faced drastic changes since the beginning of retail sector in the early 1970s. According to Roslin (2003), most of the retail store back in the 70s and 80s were dominated by local sundry shops. However, the scenario become different when the emergence of technology and entrance made by the multinational retailers in the market had created intense competition between all Malaysian retailers.

Furthermore, activities related to retail and wholesale sector was supervised under the Ministry of Domestic Trade and Consumer Affairs (MDTCA). This government organization is responsible in giving approval for other foreign

investor that have the intention to set up a retail or wholesale store in Malaysia. There are also several authorized representative that helps to develop the retail sector such as Malaysia Retail Association (MRA) and Retail Group Malaysia. Retail played a vital role in helping the economic growth of Malaysia. As retail landed first spot to become the main economic booster, it also required the highest amount of employees to operate. Table 1.1 shows that retail falls under the service category which had contributed the most in Malaysia's Gross Domestic Product (GDP).

**Table 1.1**  
*Malaysia's GDP by Economic Activity in 2018*

Economic Activity	Share	Growth Rate
Services	56.0%	6.9%
Manufacturing	22.8%	4.7%
Construction	4.2%	2.6%
Mining and Quarrying	7.9%	0.5%
Agriculture	7.9%	-0.4%

Source: Department of Statistic Malaysia (DOSM)

As revealed in Table 1.1, services holds 56.0% of share in Malaysia's GDP and have the highest growth rate of 6.9% compared to other economic activity. Performance shown in Service sector was mainly underpinned by retail and wholesale sub-sector. According to Department of Statistic Malaysia (DOSM), retail and wholesale able to contribute a large portion of sales value amounting RM108.9 billion as at January 2019.

However, retailers in Malaysia have to face and consider some issues such as oversupply, customer purchasing power and keeping up the pace with

technological advancement. According to Hsin (2018), customer's spending are gradually decreasing due to economy crisis and cost of living that keeps on rising. Hence, causing an oversupply to occur.

Challenges in retail industry for Malaysia does not have much different compared to other countries. The advancement of technology helps to shape Malaysia's retail and wholesale subsector scene as retailers and wholesalers began to adapt the new way of retailing which is the e-commerce. Technology had cornered retailers to change the way they operate in business. Chua (2017) stated that many retailers have simultaneous opinion that operation cost and cost of goods are getting higher, forcing many business to adapt the rapid change of retail industry caused by technology.

In 2015, census conducted by DOSM that consists of five main sectors inclusive of Services, Construction, Mining and Quarrying, Agriculture, and Manufacturing had obtained data on statistic of usage in the Information and Communication Technology (ICT) through business and e-Commerce. DOSM recorded that retail and wholesale sector contributed the most where 43,294 out of 920,624 establishment from all five sectors had use the ICT approach for e-Commerce. The retail and wholesale sector had dominated the e-Commerce with a percentage of 91%.

According to Abdullah, Hilman, Gorondutse, Ramanchandram and Yahman (2017), e-commerce redefined the core operations of the businesses and also give impacts towards the business functional areas. Similarly for retail

industry, the used of e-commerce had ease the operation process in terms of cost, time and effectiveness.

Despite all, the retail industry is still seen as one of the mechanism that will continuously uplift nation's economy. As stated by Governor for Central Bank of Malaysia, Datuk Nor Shamsiah Yunus (2019), a steady growth will remain in the Malaysian economy where the retail and wholesale sector dominates the scale as the main contributors.

## 1.2 Problem Statement

In any organization that thrive for success, employees are considered as the most valuable and effective assets. Hence, enhancing employees satisfaction in an organization is crucial. Productivity and effectiveness in delivering task by employees to achieve the organization's goals and objective tend to be influence by their satisfaction. According to Pawirosumarto, Sarjana and Gunawan (2017) job satisfaction brings positive attitudes towards the assessment of achieving important value of the work.

**Table 1.2**

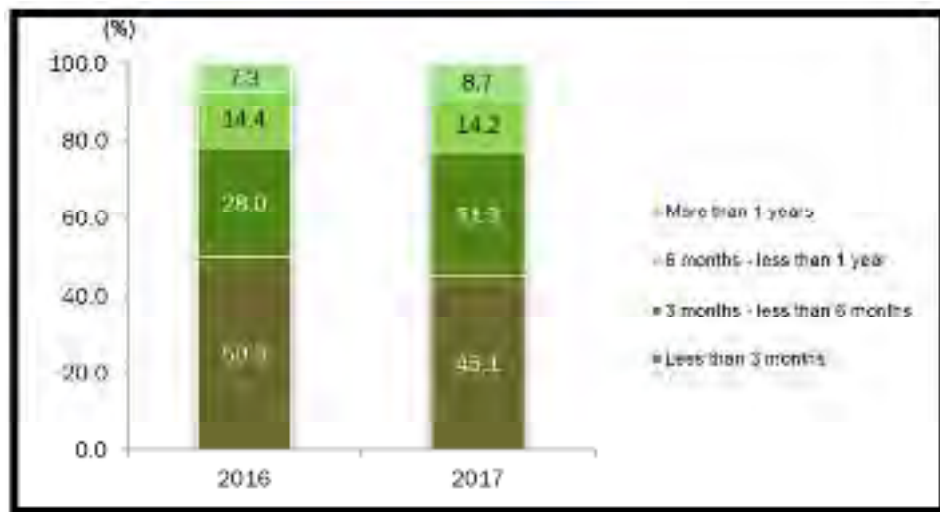
*Unemployment Rate in Malaysia for the year of 2016 and 2017*

Year	Rate	Individuals
2017	3.4%	5026000
2016	3.4%	5041000

Source: DOSM

Table 1.2 shows the statistic of press release during the year of 2016 and 2017 where Malaysia has a total of 3.4% unemployment rate which equivalent to 5026000 individuals who are not working. Among this 5026000 individuals, 45.1% out of this

unemployed people which is equivalent to 2266726 individuals used to secure their previous employment in less than three months.



**Figure 1.1**

*Active Unemployed Individuals in Malaysia for the Year of 2016-2017*

Source: DOSM

Figure 1.1 shows majority of the unemployed person secured their work for only less than three months. Although the statistic shows a decreased amount of percentage between year 2016 and 2017, they still dominates the charts to have the highest percentage. This had risen a concern whether there is a specific reason behind the figures. As stated by Hay (2002), organization need to look closer on retaining employees as it will affect and damage their entire operation when employee turnover occurred. Not only company have to bare losses on financial cost, but also finding new recruit would be time consuming. Therefore, retaining employees in organization can avoid this kind of situation. However, it is difficult to retain employees if they are dissatisfied with their job.

Often employees switch their profession because they feel unsatisfied with their whole job situations. Lim (2018) stated that 87% of employees in Malaysia have the



tendency to switch their career based on few reasons such as to have higher salary, career development, the nature of work itself and management. Moreover, researchers found that one of the reason for employee turnover was implicated with the managers or leaders in the company (Riena, Rogers, Peterson, Byron & Hom, 2017; Tegze, 2017; Lienke, 2018).

Therefore, it is important for organization to pay attention on their employee's welfare in order to restrain them from leaving the organization. Hashim, Ali, and Fawzi (2005) stated that human resources management was adopted in all categories of business where a good practice of human resource management instils activities that coordinate and supply human resources inside an organizations. Hence, a good human resources management practices will help to prevent employees turnover when their wellbeing was greatly being taken care.

According to Hou (2013), once employees feel dissatisfied with their work, they will become less engage and less committed with the organization which leads to seeking opportunities of exiting their current job. Furthermore, turnover can cost organization a fortune as it involves a series of recruitment, selecting and training process all over again (Leng, Xuan, Sin, Leng & Yan, 2014). Hence, organization needs to ensure that employees retention becomes a priority.

Leadership styles that managers convey in the organization has become one of the determinant for employee's satisfaction. It is proven in previous research where researchers stated that leadership style has a significant influence on employee's job satisfaction (Lok & Crawford, 2001; Afshari & Gibson, 2016; Al-Sada, Al-Esmael &

Faisal, 2017). As opined by Yousef (2000), in order to improve employee's satisfaction level, managers need to adopt suitable leadership behaviour.

Khan, Nawaz and Khan (2010) classified leadership theories as Great-Man Theory, Trait Theory, Contingency Theory, Style and Behaviour Theory, Process Leadership Theory, Transactional Theory and Transformational Theory. There are many theories regarding leadership styles, and it keeps on evolving. The leadership field had been extensively researched internationally for the past 50 years (Yahaya & Ebrahim, 2016).

One of the most well-known theory for leadership style was associated by Burns (1978) is transformational and transactional leadership. The concept of transformational leadership style emphasis on leaders or managers to create a sturdy commitment from their subordinates (Hou, 2015) whilst for transactional leadership style, leader either gives reward to their subordinates for an excellence performance or threaten them with punishment for negative outcomes (Dartey-Baah & Ampofo, 2016).

Ganta and Manukonda (2014) opined that leadership is a sense of power that possess by an individual who have the ability to change or influence another person's attitude, behaviours, beliefs and values. Sharma, Aryan, Singh and Kaur (2019) stated that a successful leader is when the person able to influence followers to accomplish the organizational goals and objectives. Moreover, a good leader should be able to motivate their subordinates and strengthen the organizational culture in a positive way (Hao & Yazdanifard, 2015).

Voon, Lo, Ngui and Ayob (2011) stated that the fundamental for organization to success involves both factors of leadership and employee satisfaction. Moreover, the outcome of leadership style not only helps to determine employee's satisfaction, but also in regard to organizational performance, group performance and employee's commitment (Hou, 2013).

Previous researchers had studied the relationship between leadership style and employee's job satisfaction in many different setting such as retail, private sector, public sector, educational sector and even health sector. Eventually, they have similar outcomes that positive significant relationship do exist between both variables of leadership style and employee's job satisfaction (Al-Sada, Al-Esmael & Faisal, 2016; Dartey-Baah & Ampofo, 2016; Kiarie, Maru & Cheruiyot, 2017; Pawirosumarto, Sarjana & Gunawan, 2017; Boamah, Laschinger, Wong & Clarke, 2018).

Although there were numerous studies done for leadership style and employee's job satisfaction, the concept of leadership is still complex until today. Moreover, there is lacking in research that focuses specifically on leadership style and job satisfaction in retail industry. Therefore, a study on the effect of leadership style which consists of transactional and transformational on employee's job satisfaction was conducted in response to this matter which emphasized on whether there is a relationship between both variables.

### **1.3 Research Question**

The scenario for retail industry today is facing such an apocalypse phenomenon where stores are closing down when organizations failed to achieve required targeted . Whiteman (2019), stated that there were more than 5,000 retail stores closing in the

year of 2019. Therefore, this study had developed the following questions to provide much clear insight pertaining of this topic:

1. Is there any relationship between transformational leadership style and employee's job satisfaction?
2. Is there any relationship between transactional leadership style and employee's job satisfaction?
3. Does transformational leadership have an effect on employee's job satisfaction?
4. Does transactional leadership style have an effect on employee's job satisfaction

#### **1.4 Research Objectives**

This study also intends to achieve these following objectives based on the arguments regarding the effect of leadership styles that consists of transformational and transactional leadership with the employee's job satisfaction:

1. To determine the relationship between transformational leadership style that contribute to employee's job satisfaction.
2. To determine the significant relationship between transactional leadership style and employee's job satisfaction.
3. To determine the effect of transformational leadership style with employee's job satisfaction.
4. To determine the effect of transactional leadership style with employee's job satisfaction.

## **1.5 Significance of the Research**

### **1.5.1 Contribution to Knowledge**

This study hopes to provide some useful and significant contributions towards assisting future researcher to have better understanding on employee's satisfaction and leadership style. By having this study conducted, it will help to add more knowledge and highlight on the importance of leadership style towards employee's job satisfaction in retail industry. Hopefully, this research will help in the betterment of theoretical framework that portrays leadership style which consists of transformational and transactional leadership as the independent variable, whereas job satisfaction is the dependent variable.

### **1.5.2 Contribution to Practitioner**

The study hopes to provide useful guidance in assisting organization in enhancing performance through employee's job satisfaction. Through this research, it will help organization to acknowledge the importance of employee's job satisfaction and the leadership style portrays by managers as factors that which can influence organization outcome in retail industry.

## **1.6 Scope and Limitations of the Study**

In this research paper, a descriptive study design and co-relational approach was adapted. The relevant unit of analysis were employees from different retail store, situated in Sabah. The leadership style among managers from these stores will be examined as well as it shows the relationship in employee's job satisfaction. Both transformational and transactional leadership style will be included in the instrument for independent variable and job satisfaction among employees that respond to this study will also be measured as the dependent variable.

Moreover, there are still lacking for study conducted specifically in the field of retail industry pertaining to leadership style and employee's job satisfaction. Hence, it is difficult to compare or analyze between data that had been obtained through this study and data from the previous research. In addition, further development should be carried out continuously to reduce the gap and limitation.

Due to time and financial constraint, this study only been conducted with a small audience as the sample size and only at certain geographical area in Sabah, Malaysia. Furthermore, the variables for this research are also limited with only one each for both independent and dependent variables. Hence, future researcher will be able to broaden the knowledge on leadership style and job satisfaction with different setting, as well as to add in more variables for the study.

## **1.7 Definition of Key Terms**

### **1.7.1 Job Satisfaction**

Khan, Khan, Nawaz and Qureshi (2010) defined satisfaction as the serenity of experienced when desires are satisfied. Hence, job satisfaction is frequently used to define an individual's attitude on the whole work situation through specific aspects (Hou, 2013). Moreover, Worrell (2004) stated that job satisfaction can be influence by three factors that includes demographics, intrinsic and extrinsic factors. . In addition, it is the final feels that the person will experience once the task had been completed. The three factors of job satisfaction are describe as follow:

- (a) Demographic - Age, gender and educational level.
- (b) Intrinsic - The nature of the work itself.

- (c) Extrinsic - Pay, supervision, work conditions, company policies, and relationship with colleagues.

### **1.7.2 Leadership**

According to Nelson and Quick (2015), leadership can be describe as the process of directing and guiding the behaviour of individuals in the work environment.

### **1.7.3 Leadership Styles**

According to Metha and Kaur (2016), leadership styles refers to the consistency of behaviour pattern shown by leaders towards people around them. Besides that, leadership style also is a result from the leader's personality, philosophy and personal experience.

### **1.7.4 Transformational Leadership Style**

The transformational leadership style focuses on follower's needs and development (Nanjundeswaraswamy & Swamy, 2014). Burkus (2010) stated that transformational leadership style influence managers to concentrate on creating value and positive change with their followers. Moreover, Hou (2013) describe transformational leadership style as employee's sense of commitment was sturdily generates. There are four elements in transformational leadership styles that includes Idealized Influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. These four elements are described as follows:

*(a) Idealised Influence:* Leaders acted like role models, respect, admire, instil trust and faith, as well as shows confidence in the organizational objectives among their followers (Al-husseini & Elbeltagi, 2014).

(b) *Inspirational Motivation*: Leaders that able to build relationship with their subordinates through communication, encouragement and team spirit, as well as inspires followers to have strong commitment towards the organization (Al-husseini & Elbeltagi, 2014).

(c) *Intellectual Stimulation*: Leaders able to stimulate and encourage followers creativity by suggesting a new approach, challenge and re-examine existing assumptions (Al-husseini & Elbeltagi, 2014).

(d) *Individualized Consideration*: Leaders acted as coach by paying individual attention, needs, support, and appreciate follower's work, skills and abilities (Al-husseini & Elbeltagi, 2014).

#### **1.7.5 Transactional Leadership Style**

Transactional leadership style occurs when leaders connected with followers in order to have exchanged value whether it involves political, economy as well as psychological (Burns, 1978). In addition, Burkus (2010) defined Transactional Leadership style as leaders concentrate only to gain obedience followers through benefits and rewards. The leadership style consists of three components which are Contingent Reward, Active Management by Exception and also Passive Management by Exception. The three dimensions are as follows:

(a) *Contingent Reward*: In exchange for the achievement of followers, leaders adopted the reward system (Dartey-Baah, 2015). According to Cherry (2018), followers will be rewarded by their if they performed well and will be punish if they perform poorly.



(b) *Active Management by Exception*: Leaders pay extensive attention towards followers activities and ensuring followers in a strict manner to obey the established procedures. It is a micromanagement approach made by leaders with measures or guidelines to correct followers mistakes or deviations (Dartey-Baah, 2015).

(c) *Passive Management by Exception*: Leaders gave followers supervisory authority and let them carryout their role, but only to intervene when there are unmet performance issues or deviations. (Dartey-Baah, 2015).

### **1.8 Organization of the Thesis**

This study consists of five chapters in total. The first chapter describe on the importance and issues occurs among employees in regard to leadership style they perceived which influence their level of satisfaction. Chapter one also briefly discussed on the need of Transformational and Transactional leadership style which influence employee's job satisfaction. Besides that, chapter one also briefly explained on the Malaysia retail industry which become the setting for this study.

Chapter two will have a much broader understanding on all variables that consist of leadership, leadership style and job satisfaction theories. Previous study conducted related to leadership style and job satisfaction will be highlighted to give some empirical evidence which can support this current study. Moreover, this chapter also gathered many resourceful information to strengthen the literature on leadership style and employee's job satisfaction.

The following chapter then will be discussing on the methodology of the whole study. The operationalization of variables will be presented in chapter three where

theoretical framework, hypotheses, sampling method, data collection and data analysis are presented. Chapter four consists of findings based on data gained and analyze throughout this study. Lastly, chapter five consists discussions and limitations that will sum up the entire study on the effect of leadership styles towards employee's job satisfaction in retail industry.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **2.1 Job Satisfaction**

One of the most attention and interest given amongst practitioners and scholars for workplace issue is job satisfaction. Job satisfaction are defined in several ways owing to diverse definitions but share a common term in the scholarly literature. The classic job satisfaction definition proposed by Locke (1969) and most commonly used among researchers defined as “a function of the perceived relationship between what one wants from one's job and what one perceives it as offering”. Locke (1976) also defined job satisfaction as the emotional state of having pleasure after job experience and work evaluation.

A study conducted by Randeree and Chaudry (2012) indicates the six factors that strongly influences job satisfaction which are nature of the work, salary, job security, job flexibility, company's leadership and behaviour of direct manager of the employee. The findings of this study resulted that out of these six factors, employee's

job satisfaction were heavily affected by their manager's leadership style. Moreover, Randeree and Chaudry (2012) opined that job satisfaction includes both intrinsic and extrinsic elements on employee's feelings.

According to Hou (2013) job satisfaction can be defined as the individual's mental state of feelings they have towards their work and the organization as a whole. Sirca, Babnik and Breznik (2012) stated that job satisfaction is affection portrayed by individuals towards their work or job. Khan, Khan, Nawaz and Qureshi (2010) noted that job satisfaction is a positive or negative feelings of individuals about their work.

Al-Shuaibi (2013) further note that researchers and scholars have heightened their interest in job satisfaction studies because it purported to cause absenteeism, turnover, employee engagement, organizational commitment and job performance that affect the outcome of an organization. Hence, this can be identified through literature done in various research works related to job satisfaction and work outcomes on both positive and negative aspects (Al-Sada, Al-Esmael & Faisal, 2017: Dartey-Baah & Ampofo, 2016: Huang & Su, 2016: Jin, McDonald & Park, 2016: Kiarie, Maru & Cheruiyot, 2017: Liao, Hu, Chung & Chen, 2017: Navaretnam, 2011: Pawirosumarto, Sarjana & Gunawan, 2017: Ren & Chadee, 2017: Verhaest & Verhofstadt, 2016: Yasir, Imran, Irshad, Mohamad & Khan, 2016).

Hoppock (1935) was one of the earliest researcher who had done some studies on job satisfaction which resulted that there were other variables outside of the work context. Generally, the study led to individual differences in understanding job satisfaction. Therefore, Al-Shuaibi (2013) suggested that job satisfaction was seen as a global construct from previous researcher but then the perception changed

nowadays as scholars identified different facets that also contributed to satisfy individuals feelings in work.

## **2.2 Job Satisfaction and Motivation Theories-Models**

Lepold, Tanzer, Bregenzer and Jiménez (2018) argued that employee's job satisfaction can be measured through two different ways which are facet scales and facet-items. Generally, facet scale were done in detail that gives further information on the outcome by measuring multiple item for one facet. On the other hand, facet items measured one item per facet that are considered to be more time and cost effective for measuring job satisfaction.

Although job satisfaction had been studied for the past decades, it will continued to be investigated by more researchers due to the fact that things changes from time to time causing the theories to be modified or even being replaced to newer models. Rahman (2013) opined that employee's job satisfaction measured using the single global rating is likely answering to one question whilst the summation job facets tend to answer different elements of a job such as the work itself, pay, promotion, supervision and co-workers. Studies on job satisfaction was broadly conducted in different setting, industry and places. However, findings usually indicates that job satisfaction can be increased based on multiple factors. Study conducted by Sarkawi (2016) shows that job satisfaction can be influence by growth need strength among nurses. Furthermore, Raziq (2015) says that job satisfaction can also be influence by working environment. However, this study will look into leadership style and job satisfaction.

Moreover, one of the most iconic event related to measuring employee's job satisfaction was the Hawthorne Effects conducted by Elton Mayo in the early 1920's and 1930's where it resulted that there are multiple factors which also contributed in employee's satisfaction. Therefore, this incident had created an urge for other researchers to expand more on measuring employee's job satisfaction through different facets. Hawthorne Effects had proved that there were multiple factors which can influence worker's motivation and satisfaction in completing their job. Mayo (1933) discovered that workers gave a higher response once they received additional attention from their superior while doing the task. Although the study identified the importance of financial motives, surprising result that equally important was the social issues which became main factors in employee's productivity.

Phenomenon of Hawthorne Effects had open a room for more studies to be conducted on measuring various factors that influence job satisfaction. The development of measuring job satisfaction was later broaden with different types of measurement tools. These tools includes Job Diagnostic Survey (JDS) Job Descriptive Index (JDI) Job Satisfaction Index (JSI) Jobs Satisfaction Relative to Expectations (JSRE) Job Satisfaction Survey (JSS) Global Job Satisfaction (GJS) as well as Minnesota Satisfaction Question (MSQ) that measures different facets of job satisfaction.

Further note, Al-Shuaibi (2013) stated that job satisfaction theories were classified into two categories named as content theories and process theories. Khan, Khan, Nawaz and Qureshi (2010) suggested that content theories consists of Maslow's Theory of Motivation, Herzberg's Two-Factor Theory, Theory X and Y, McClelland's Need Theory, and ERG (Existence, Relatedness & Growth) Theory

whilst process theories consists of Equity Theory, Vroom's Expectancy Theory, Porter/Lawler Expectancy Model, Goal-Setting Theory, as well as Job Characteristics Theory.

### **2.2.1 Content Theories**

In general, the fundamental of content theories was to attempt answering what individual needs to be satisfied and motivated while working, whereas process theories focuses mainly on how human behaviour can be motivated. Luthans (2005) stated that content theories aimed to make individuals perform effectively thus become satisfied with their work through identifying the motivation and needs, goals or incentives, as well as driver force for motivation which the worker prioritized. Al-Shuaibi (2013) further note that content theories were conducted in order to understand what really cause people to feel satisfied. The following are some of the content theories:

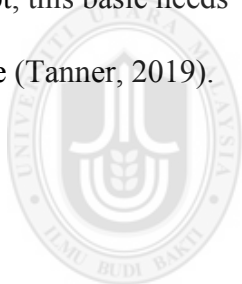
#### **2.2.1.1 Maslow's Theory of Need**

The most widely used for motivation theory among scholar and researcher were developed by Maslow (1943) which showcase the arrangement of hierarchy that postulated through a person's motivational needs. Khan, Khan, Nawaz and Qureshi (2010) suggested that the level of needs that had been satisfied in the hierarchy will no longer assist in motivating person. Hence, in order to motivate and satisfied an individual, the next level of human needs must be activated.

Al-Shuaibi (2013) opined that Maslow's theory classified that there are five group of human needs that consists of physiological needs, safety

needs, social needs, growth needs and self-actualization needs. The first three stages of Maslow's theory was considered to be the lower whilst the other two are higher needs.

Based on Figure 2.1 below, it shows the hierarchical order of Maslow's need theory. The first phase portrayed human being physiological needs that contains basic necessity such as food, water, shelter, clothing and warmth in order to feel satisfy thus motivated to achieve the next stage of need. According to Datta (2010), Maslow theory for physiological needs were divided into two main concepts that includes homeostatis and appetite. In the workplace concept, this basic needs can be fulfil through adequate salary and stable income (Tanner, 2019).



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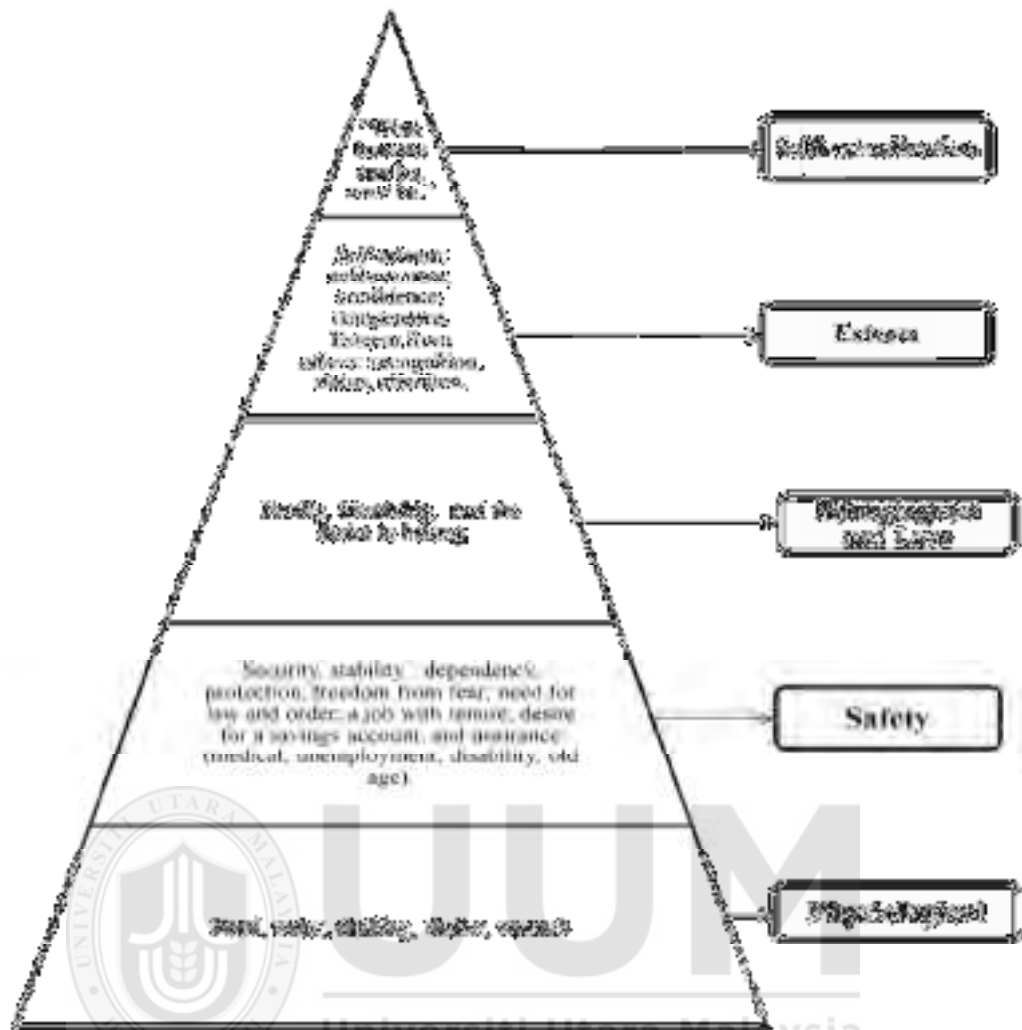


Figure 2.1  
Maslow's hierarchy of needs  
Source: Al-Shuaibi (2013)

The second phase for Maslow's motivation theory is the safety needs. Khan, Khan, Nawaz and Qureshi (2010) suggested that safety needs for human being is the physical protection. In the context of working environment, employees need to have the sense of safety and security in their work position. Next, employees must fulfil the belongingness and love needs. Datta (2010) stated that friends, family and desire to belong to someone is important. For instance, employees must feel comfortable among colleagues as well as feels secure with the organization they worked for.



Fourth stage of Maslow's need theory is the self-esteem achievement. Tanner (2019) defined the esteem needs as employees having positive self-image, getting recognition and respect in terms of job titles, conducive working environment, also able to achieve prestigious goals and objectives in the organization. Finally, the self-actualization needs where Maslow (1943) identified this stage as the self-fulfilment opportunities via personal growth ones can achieved. Hence, it is the most difficult stage for a person to fill (Al-Shuaibi, 2013).

### **2.2.1.2 Herzberg's Two-Factor Theory**

Another theory for job satisfaction is known as the Herzberg's Two-Factor developed Herzberg (1966) where it was influenced by the Maslow's need theory. Hashim (2010) claimed that Herzberg's theory focused on job satisfaction or dissatisfaction in relation with intrinsic and extrinsic factors regarding experiences and job content of employees. Herzberg's theory proposed both higher order needs and lower level of needs where higher needs will make employee satisfy, whilst lower needs helps employee to feel comfortable (Al-Shuaibi, 2010).

Khan, Khan, Nawaz and Qureshi (2010) further note that Herzberg's theory classified into two different categories which were motivators and hygiene factors. Job content such as the work itself, achievement, recognition, advancement and responsibility falls under motivators category. As for Hygiene factors, inclusive of company policies, supervision, salary, supervisor, interpersonal relationship amongst

colleagues, administration, and working condition. Hence, Khan, Khan, Nawaz and Qureshi (2010) stated that hygiene factors helps to prevent dissatisfaction rather than motivates or satisfy employees. Figure 2.2 illustrates the two factors for Herzberg's theory that affect satisfaction of individuals differently.

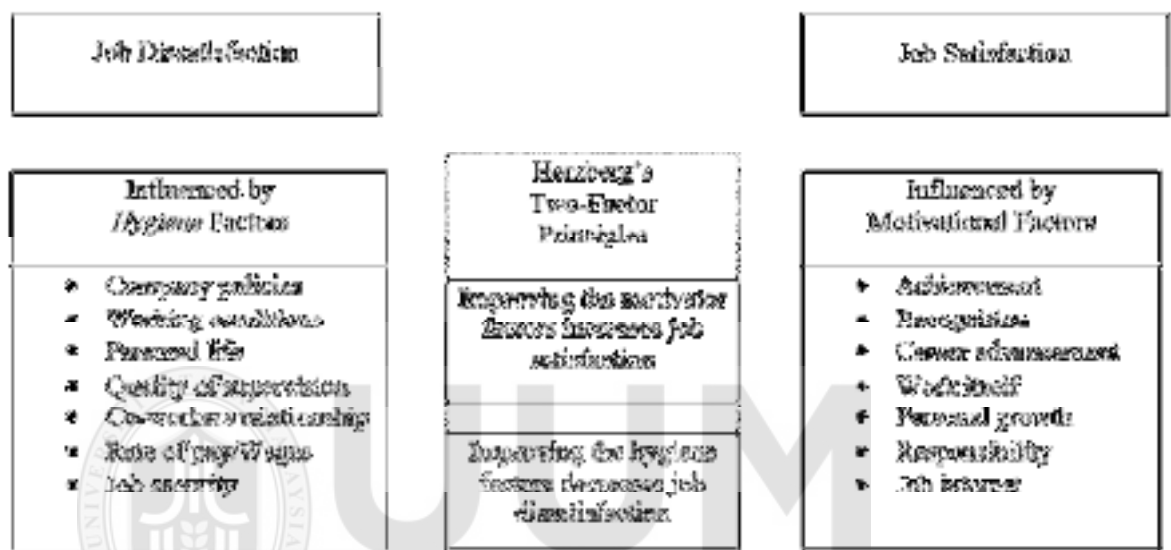


Figure 2.2  
Herzberg's Two-Factor Theory  
Source: Owoyele (2017)

As shown in Figure 2.2, Herzberg's two-factor theory are separated into two categories. Owoyele (2017) stated that Herzberg's theory helps to measure job satisfaction based on the unique characteristics of intrinsic motivation that creates satisfying experiences whilst extrinsic which causes dissatisfaction. Furthermore, Owoyele (2017) argues that Herzberg's theory able to address the distinct and unique issues employees are facing thus assist them to feel motivated while working.

According to Alshmemri, Shahwan-Akl and Maude (2017) motivation was the key variable that plays a vital role which strongly associated with job satisfaction. Moreover, Alshmemri, Shahwan-Akl and Maude (2017) concluded that with the absent of motivational factors causes no job satisfaction whilst poor hygiene leads to dissatisfaction of employees towards their job.

### **2.2.1.3 Theory X and Theory Y**

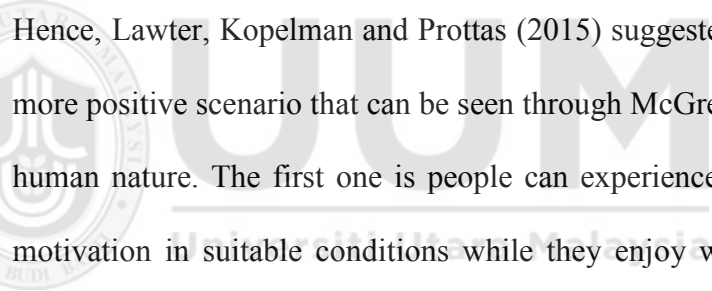
McGregor (1960) developed the Theory X and Theory Y in based on his view how supervisor or managers dealt with their employees. According to Zendage (2018) Theory X and Theory Y were devised by McGregor on the basis of assumptions about human behaviour and nature that helps to determined how employees were managed by individual.

Lawter, Kopelman and Prottas (2015) stated that there are three advanced ideas based on McGregor's theory that includes human work motivation absent in all managers, there are two different view seen in diametrically on people nature at work, and lastly self-fulfilling prophecy can be a potential through manager's cosmology.

The first advanced idea of McGregor's theory as explained by Lawter, Kopelman and Prottas (2015) was the human work motivation absent in all managers shows that assumptions made by managers about their employees were reflected by the managerial practices or work behaviours that known as manager's cosmology. Hence, it is likely

unimportant whether managers able to explicate their theory towards employee's work motivation, due the fact that manager's attitude inferred from their work behaviours.

The second advanced idea as referred by Lawter, Kopelman and Prottas (2015) indicates that McGregor's theory was based on three assumptions which includes: (1) people try to avoid work in any possible way because they were naturally lazy, (2) managers need to closely monitor employees because of irresponsible inherent in people, and (3) most employees contributed a small amount of intellectuality towards the organization while working.



Hence, Lawter, Kopelman and Prottas (2015) suggested that there are more positive scenario that can be seen through McGregor's theory on human nature. The first one is people can experience fulfilment and motivation in suitable conditions while they enjoy work, whilst the second positive view is contradict with the inherently irresponsible people because they are more to self-control and self-direction, and lastly, people are potentially making vital intellectual contributions towards their work.

The final advanced idea inserted in McGregor's theory was the manager's cosmology that refers to positive assumptions made by managers on how employees able to enjoy their work, contribute to meaningful and excellent contributions, thus leads to employee's

ability to fulfil these assumptions (Lawter, Kopelman & Prottas, 2015).

Mohamed and Nor (2013) suggested that through McGregor's theory indicates management style using Theory X generate poor work performance result and productivity whilst management style using Theory Y shows better results and performance that helps people to develop and grow. Managers using Theory Y is seen as more effective leaders that assist employees to achieve psychological contract. Figure 2.3 displayed the McGregor's Theory X and Theory Y model.

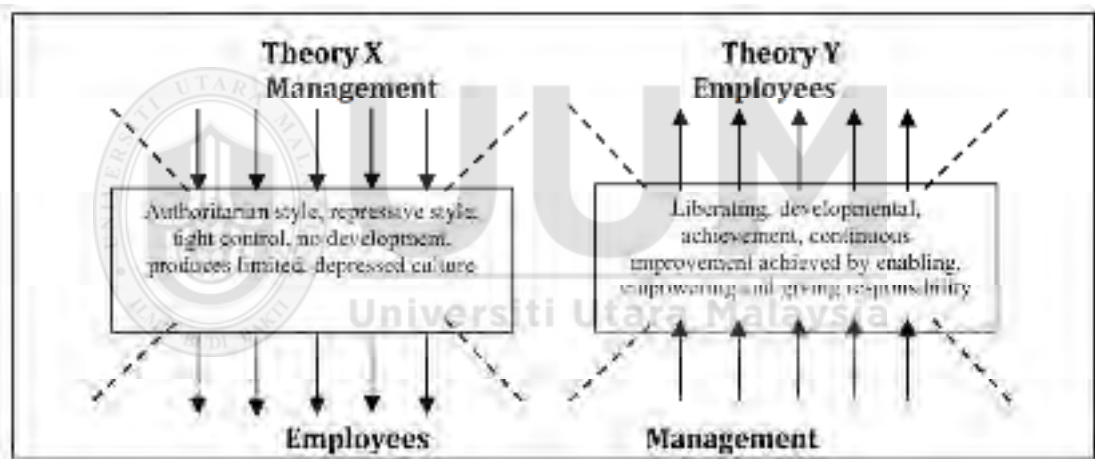


Figure 2.3  
McGregor Theory X and Theory Y  
Source: Islam and Eva (2017)

Islam and Eva (2017) note that managers falls under category of Theory X tend to rely on figures and fact towards the result and performance of employees without having any interest and considering things related to human issues where usually employees becomes negative towards their work especially when facing unrealistic deadline and tasks. Therefore, Theory Y resulted in making employees enjoy their

work when they are able to practice self-control and self-direction under suitable condition. Thus, managers using Theory Y produced better achievement.

#### **2.2.1.4 McClelland's Need Theory**

McClelland (1961) developed the need theory and identified that there are three motivators each individual have within us which consists of need for achievement, need for power and need for affiliation. As stated by Andersen (2018) McClelland's theory aims to measure human motives, indicates that one of the superior method to study motives is known as Thematic Apperception Test (TAT) focusing on the three core of motivational system (achievement, power and affiliation) as well as believing that motives were changeable.

According to Osemeke and Adegboyega (2017) McClelland's theory is closely related with learning theory due to the fact that needs were learnt through culture and environment when encountering events that helps people to experienced. Therefore, people will behave differently based on whether they have something in need or otherwise.



Figure 2.4  
McClelland Theory of Needs  
Source: Walsh (2016)

Figure 2.4 shows the three fundamental of needs in McClelland's theory that each motivators have distinct purpose. Andersen (2018) defined need achievement as a desire to perform better and effectively as compared to other people, able to solve problems and even master the difficult tasks given. Osemeke and Adegboyega (2017) further note that need achievement influence people to excel, strive for success and achieve the set of standards in work. Hence, Osemeke and Adegboyega (2017) opined that people with high achievement need tend to excel better because they were driven and motivated to master their work or task.

The second need in McClelland's theory refers to need of power where Andersen (2018) explained that people have the desire to influence others behaviour, controlling every move or have the sense of responsibility towards other people's work. Osemeke and

Adegboyega (2017) stated that individual having the need of power forces others to behave in a way that they are unwilling to behave. Therefore, need of power was driven by the desire of coaching, teaching, influence and encourage others.

Furthermore, Osemeke and Adegboyega (2017) stated that McClelland's affiliation need refers to the interpersonal relationship and friendliness amongst employees where they cherish the sense of belonging in a group as well as being accepted and love by others. Hence, this behaviour in managers might affect the effectiveness of their leadership as they care about how other thinks about them.

Similarly, Andersen (2018) explained that McClelland's affiliation need refers to people wanting an established relationship and friendliness among themselves while working. Hence, Andersen (2018) concluded that managers with high affiliation needs will not make an effective leader as they were heavily attached with their subordinates which latter might influence their decision making.

Therefore, Brandon (2015) concluded that McClelland's theory of need does not specifically claimed that all people can be classified into one of these three types. Somewhat, people are driven and motivated in varying proportion and degree towards these needs. Furthermore, Brandon (2015) explained that these three needs mentioned in McClelland's theory does not necessarily have correlation with competencies as it is impossible when employees with high



affiliation-motivated will be able to be successful whilst their affiliation needs were not even met.

Osemeke and Adegboyega (2017) suggested in McClelland's Need Theory that individual in top line of management positions should possess a higher need of power and lower need of affiliation. Although good managers can be produced through the need for achievement, they unfortunately does not suit being in the top management positions. Andersen (2018) later disagreed on the statement that managers can be effective when they have higher desire on power due to the fact that employees might feel oppressed by manager's power.

#### **2.2.1.5 ERG Theory**

Alderfer (1969) developed the ERG Theory that stands for Existence, Relatedness and Growth back in the year, where he redefined and reorganized Maslow's theory of motivation. Although the ERG theory were inspired by Maslow's theory, it disagreed on the concept of hierarchal human needs but instead needs were seen as one by one but gradually may emerge at some point (Estaji, 2014).

Govindaraju (2018) also stated that ERG theory aims to improve Maslow's theory by reducing the level of needs order and permitted its' flexibility which helps human need's movement. Furthermore, Govindaraju (2018) argued that ERG theory focused on fulfilling human needs simultaneously without following order specifically.

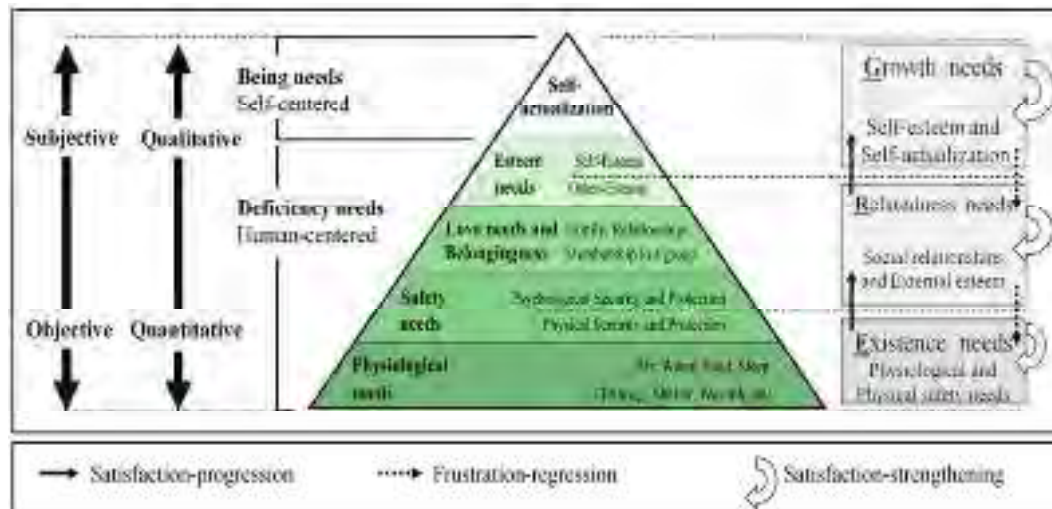


Figure 2.5  
Maslow's Need Theory and Alderfer's ERG Theory  
Source: Estaji (2014)

Based on Figure 2.5 shows that Maslow's physiological and safety needs were comprised into one category in ERG theory which is the Existence needs, whilst Maslow's love and belongingness needs were seen in ERG theory as Relatedness, lastly Maslow's self-esteem and self-actualization needs were categorized in the Growth needs for theory. Therefore, Govindaraju (2018) suggested that through ERG Maslow's need theory and Alderfer's ERG theory helps managers to create motivational ways in meeting the unfulfilled needs of employees.

### 2.2.2 Process Theories

Kian, Yusoff and Rajah (2014) defined process theories as behaviour influenced through individual's thought processes which concerned on employee's behaviour, attitude and overall performance towards success or failure. Sahito and Vaisanen (2017) suggested that process theories circles around the inputs factors such as hard work, effort, time, loyalty,

commitment, adaptability, ability, tolerance, enthusiasm, flexibility, trust in superiors, personal sacrifice as well as colleagues and co-worker's support while outputs factors such as salary, responsibility, employee's benefit, job security, recognition, praise, reputation, and sense of achievement.

Mensah and Tawiah (2016) further note that process theories are also known as cognitive theory that involves forces or psychological processes that affect basic needs and motivation, due to the fact that process theory concerned on employee's perception towards their working condition which they understand and interpreted it. Following are some process theories:



### **2.2.2.1 Equity Theory**

In the year of 1963, John Stacey Adams formulated the Equity Theory that check and balance on input given by employees such as their effort, as well as output in terms of work related achievement. Sahito and Vaisanen (2017) described equity theory as one of the most common social exchange theory used by researchers and academicians. Moreover, Sahito and Vaisanen (2017) further explained that equity or inequity with a different degree will affect employee's satisfaction and performance in their work condition.

Mensah and Tawiah (2016) opined that equity theory known to be concerning in employee's effort and the total of rewards they accept,

as well as concerning on the relationship regarding the amount of others received. Al-Zawahreh and Al-Madi (2012) later note that equity theory perceived as equitability and in-equitability which focuses on two sides of input and outcome. Sahito and Vaisanen (2017) stated that equity were present when the ratio of employee's output and input are equal among themselves, whilst in-equitability occurs when both output and input ratio were not equal.

According to Badubi (2017) equity theory suggests that employees tend to weigh their input towards the job in contrast to the output they will receive from input. Badubi (2017) further opined that the more rewards received by employees based on the inputs they gave, the more satisfied they became.

Mat, Case, Mohamaddan and Goh (2017) refers equity theory as the quantity and quality of employee's contribution towards their work whether it focuses on individual or group that compared the ratio between inputs and outcomes regarding work to other people in the organization. Furthermore, Sahito and Vaisanen (2017) concluded that equity theory assumes people making a comparison of their contribution to work, performances, attitudes and benefits with other workers.

As stated by Mensah and Tawiah (2016) equity theory holds three assumptions which includes: (i) equitable and fair returns from contributed effort of employees where developed, (ii) employees tend

to compare the return value they received to be exchange towards their employer, and lastly (iii) when employees be certain of their inequitable treatment occurs, in relation to the exchange theory made by others, employees were motivated to make necessary yet appropriate actions to correct themselves.

Hawks (2015) further explained that Adams introduced the equity theory based on the idea of equality and fairness which helps to motivate people hence making them feel satisfy with their work. Sahito and Vaisanen (2017) later explained that many researchers had investigated and found that Adams equity theory consists of distinct forms of equity that includes equity on pay, equity on pay level, equity on pay administration, equity on promotion opportunities, complexity and job security, distributive justice and procedural, lastly, equity on evaluation criteria.

#### **2.2.2.2 Vroom's Expectancy Theory**

In 1964, Victor Vroom introduced the Expectancy Theory that concluded three factors which can motivate people while delivering their task that consists of expectancy, instrumentality as well as valence. According to Lloyd and Mertens (2018) Vroom's theory concerned on the cognitive predecessor that detract or contributed through personal motivation. In addition, Lloyd and Mertens (2018) stated that Vroom's theory postulated that people have options or choices hence influences their decision through these options which directed to best personal result.

Badubi (2017) later note that Vroom's theory aims to maximize satisfaction and lessen dissatisfaction among employees by giving them option in which they are able to choose and prioritized according to their preferences. Mat, Case, Mohamaddan and Goh (2017) further note that Vroom's theory creates an efficient explanation regarding workplace motivations inside organizations. In addition, motivation behaviour occurs when individual anticipated with work related which directed it to a detailed outcomes.

Suciu, Mortan and Lazar (2013) opined that Vroom's theory attempt to describe the behaviour of motivation as goal oriented where individual acted in a certain way based on expecting that the perceived act will lead to the given outcome available. Hence, Badubi (2017) concluded that the three variables in Vroom's theory verifies that higher effort in work gives better performance.

One of the variables in Vroom's theory is expectancy where Sahito and Vaisanen (2017) refers to as individual's probability estimation on efforts made will end up being a thriving performance. Mensah and Tawiah (2016) further note that Vroom's variable of expectancy explained the probability of employee's effort or action will eventually bring it to an outcome.

Lloyd and Mertens (2018) later explained that expectancy as employee's anticipation that their efforts towards their job will give a specific outcomes. Moreover, expectancy becomes the degree of

employee's believe that their abilities helps to achieve the targeted goals. Lloyd and Mertens (2018) sums up that expectancy involves individual's motivation range started from 0 where there is no expectation at all until one where there is a full expectation related to employee's belief on efforts leads to achievement.

Another variables concluded in Vroom's theory is known as instrumentality. Sahito and Vaisanen (2017) stated that employees estimated on whether their performance will give an outcome such as rewards through instrumentality. Mensah and Tawiah (2016) later defined instrumentality as employee's belief when one thing had been settle, it will leads to another. Lloyd and Mertens (2018) further explained that instrumentality is the perception of individuals that results from the performance will bring them towards the anticipated rewards and received it.

The other variables inserted in Vroom's theory is valence. Lloyd and Mertens (2018) stated it is a degree of preference made by employees towards the outcome. In addition, valence can be resulted in both positive and negative manner. Lloyd and Mertens (2018) further note that positive valence shows a person's fulfilment towards the desired reward, whilst negative valence indicates that the person tend to avoid the rewards.

Similarly, Sahito and Vaisanen (2017) described valence as how much an individual wanted the rewards, whilst Mensah and Tawiah (2016)

simply described valence as value. Further elaboration made by Guntoro and Fongmul (2016) explained that valence is valuable or something meaningful which reflect on usability. Figure 2.6 shows how Vroom's theory variables can be expressed:

$$E = A \times \left( \sum_{i=1}^n I_i \times V_i \right)$$

**E** is the effort/the intensity of the effort;  
**A** is the expectancy that effort will lead to performance;  
**I<sub>i</sub>** is the instrumentality of the performance *i* to achieve a second level result *i*;  
**V<sub>i</sub>** is the valence of the second level result;  
**n** is the number of second level results.

Figure 2.6  
 Vroom's Expectancy Formula  
 Source: Suci, Mortan and Lazar (2013)

Therefore, Vroom's expectancy theory had been widely used to clarifies on the motivation, effort and performance were placed in individuals which can be interpret through the three factors or variables that known as expectancy, instrumentality and valence.

### 2.2.2.3 Porter-Lawler Expectancy Model

Lyman Porter together with Edward Lawler developed a motivation theory that is comprehensive by elaborating Vroom's Expectancy theory adding up more variables in the model. In 1968, Porter-Lawler model become one of the complete motivation model as it considered the intrinsic and extrinsic rewards factor, employee's ability and their task requirements, as well as fairness of rewards perceived by employees.



Badubi (2017) explained that Porter-Lawler model provides details on the relationship occurs between employee's attitude and job performance which effortlessly defined or described managers. Moreover, Porter-Lawler model also mentioned on the assumptions regarding human behaviour where behaviour of an individual were seen to be influenced by internal and external factors, desires and needs, have distinct goals, as well as them being rational and making their own choices according to their behaviour (Badubi, 2017).

Ly, Loc and Nhan (2018) suggested that Porter-Lawler model is the extension or elaboration of expectancy theory by Vroom where it concerned on having the idea about people feeling more satisfied when there is fair rewards as to the performance result. Hence, Ly, Loc and Nhan (2018) stressed on the importance of managers to be able to acknowledge that performance will lead to satisfaction and aware to have an equitable or fair rewards for any involvement of motivation system.

As shown in Figure 2.7, the flow direction of influence are linking variables in the Porter-Lawler model to one another. According to Elding (2013) Porter-Lawler model proposed two different factors that helps to determine the total effort which had been expended throughout task completion. On further note, Elding (2013) explained that individual receiving rewards after performing the task which includes intrinsic rewards and extrinsic rewards creates expended effort

of perception which eventually leads to the desired rewards exists inside that individual's mind.

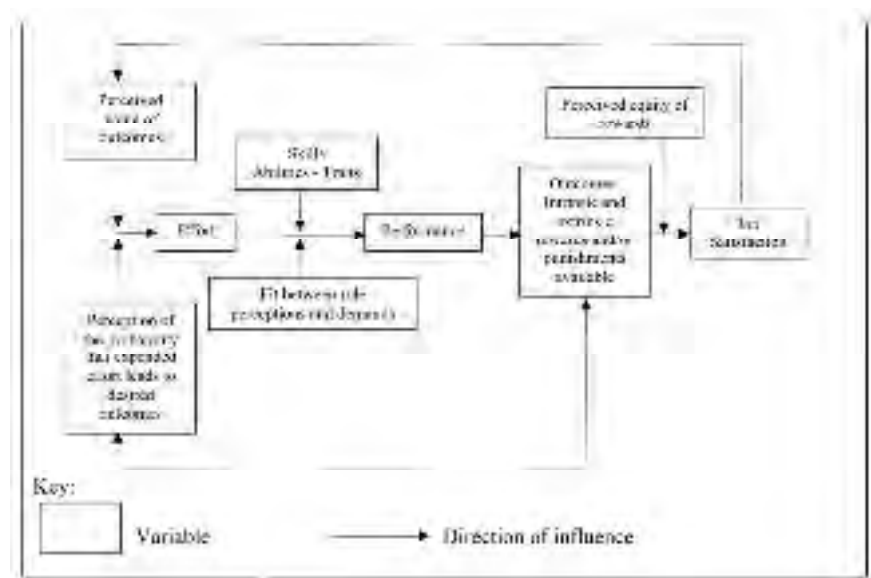


Figure 2.7  
Porter-Lawler Expectancy Model  
Source: Elding (2013)

Besides that, Elding (2013) stated on level of job satisfaction can be form through the combination of rewards received with individual's level of desire towards the reward. Therefore, this form are analogues in Vroom's theory that is the valence variable. Iancu and Badea (2015) opined that Porter-Lawler model infers to motivation, effort, performance and satisfaction as dispersed variables and attempt to clarify the complexity of relation between these variables. Effort, rewards value, personality traits and ability, likelihood effort and reward perception, as well as performance role in employee's perception was seen as intervening factors in Porter-Lawler model (Iancu & Badea, 2015).

Furthermore, Iancu and Badea (2015) later explained that Porter Lawler model performance were lead through effort, as the person involve must acquire a strong vision regarding the skills, role, needs and other things related to the particular job. Satisfaction is achievable when there is a realistic and proper fairness perceived by individual where both intrinsic and extrinsic rewards given were balanced. Therefore, employees become attracted to fulfil difficult task and obtain rewards if the rewards able to motivate and intensify their effort.

Schreiner (2018) added that Porter-Lawler model focus more on the process how it took place rather than give attention on the content.

Moreover, the theory concerned on individual's past experience while working and the expected result perceived from it. In addition,

Schreiner (2018) concluded that how rewards were valued as the outcome of the work considered as a vital role which can impact employee's satisfaction.

#### **2.2.2.4 Goal-Setting Theory**

Edwin Locke had introduced a whole new different level of motivation theory where he developed the Goal-Setting theory in the year of 1968 which had been widely used in organization all across the globe even until this modernized era. According to Asmus, Karl, Mohnen and Reinhart (2015) employers or managers are unable to monitor permanently on employee's effort in the work context, hence there are

specific measures that can be used to motivate employees and must be offered as the workforce which is by setting goals.

Welsh, Bush, Thiel and Bonner (2019) stated that goal-setting theory delivers a key vision towards employee's motivation where performance can be increased through setting up a high performance goals that is more difficult and specific. Tondello, Premasukh and Nacke (2018) added that goal setting theory explained ways to motivate people in order to perform better on their tasks via setting up goals and monitors it thoroughly. On the other hand, Mensah and Tawiah (2016) described goal setting theory can motivates and excel performance of employees when they have established specific goals, although goals made were difficult but yet to be accepted, as well as employees received feedback regarding their performance. Furthermore, Mensah and Tawiah (2016) argues that goals help individual to thrive on specific points of performance.

Young (2017) explained that goal setting theory reveals the greatest method for feeling motivated is by pushing individuals to work on something that they are not certain can achieve. Moreover, employees taking on difficult goals will allow them to work even harder, increase skills development, having positive feedback in terms of rewards that they reap, as well as having the moment of personal achievement. In addition, managers can use this theory by setting up an impossible goals which later then rises employee's creativity as long as

they are rest assured there will be no punishment if employees do not meet the targeted goals.

In 1990, Locke and Latham had extended the goal setting theory by inserting the five golden moderators or principles which helps to improve the theory. According to Crocker (2015) the five principles of goal setting theory are (1) Clarity, (2) Challenge, (3) Commitment, (4) Feedback, (5) Task complexity. These five identified principles are known to be making the goal setting theory much more effective.

The first principle of goal setting theory identified is clarity. Bakar, Yun, Keow and Li (2014) elaborate clarity as goals set to be measurable, unambiguous and productive where it should be properly defined regarding the deadlines as well as lessening information that are misleading towards the expectation of targeted achievement.

Similarly, Crocker (2015) stated that a clear goal can be easily measured and appreciated once employees had reach targeted goals.

Challenge is the second principle in goal setting theory where Bakar, Yun, Keow and Li (2014) defined as goals that consists the level of challenge that is sufficient to motivate employees to put extra effort in completing the tasks. This is due to the fact that when goals were set at an extremely low level of difficulty, it will cause boredom among employees whilst goals set at an extremely high level of difficulty will cause employees to fear failure and avoid from completing the task. Hence, this will affect the results of targeted goals.

Crocker (2015) later explained that challenge initiate discipline, effort and motivation within employees but as long as managers able to differentiate between challenging goals or unrealistic goals. In addition, efforts together with rewards can be balance with the help of challenging goals which indirectly generates motivation.

Another important principle in goal setting theory is known as commitment. Bakar, Yun, Keow and Li (2014) argues that people tend to give commitment when they have the sense of being part of the goal achievement. Managers must encourage employees to participate in the planning, decision making and goal setting process. Crocker (2015) also stated that the key in successful goal achievement is for employees to have personal ownership. Individual who do not have the sense of internal ownership eventually may not perform whole heartedly and diligently as they supposed to.

Feedback is also one of the crucial principal in goal setting theory. Bakar, Yun, Keow and Li (2014) opined that feedback must consists the checking of progress, identifying existing complications, propose some solution, and having additional resources. Crocker (2015) added that feedback helps to clarify or correct any misconduct throughout goal achievement process.

Through feedback, managers able to detect if any of the employees required intensive guidance while achieving the goal and indirectly assist them to build their own ownership. Bakar, Yun, Keow and Li

(2014) further note that appreciation and praise through the feedback process can be perceived by employees as rewards that will motivate them in working harder to complete the task given.

The final principle in goal setting theory is the task complexity. Crocker (2015) explained that observation must be made as some of the task require detailed plan and process because of the complexity level that could not be solve using light approach. Bakar, Yun, Keow and Li (2014) also argues that employees or individual must not feel overwhelmed by the goals or task given due to the high level of complexity in achieving it. Hence, managers must provide guidance and training, as well as sufficient time for employees to achieve the targeted goals. Therefore, Bakar, Yun, Keow and Li (2014) concluded that goals that are specific and challenging plays a vital role in helping employees feels energizes to achieve the desirable outcomes.

### **2.3 Job Satisfaction Measurements and Facets**

Job satisfaction can be measured using numerous types of approach with different facets. Researchers and practitioners discovered tools or method to measure employee's job satisfaction such as Job Descriptive Index (JDI) Job Diagnostic Survey (JDS) Job Satisfaction Index (JSI) Job Satisfaction Relative to Expectations (JSRE) Job Satisfaction Survey (JSS) Global Job Satisfaction (GJS) Minnesota Satisfaction Questionnaire (MSQ) and many others.

Smith, Kendall and Hulin (1969) introduced JDI where it measured five different facets that are related to job satisfaction which consists of the work itself, pay,

supervision, co-workers, and promotions. According to Tasios and Giannouli (2017) JDI is known to be widely used in measuring job satisfaction and it contains 72 items or questions for all five facets. Many researchers used JDI and found it to be a reliable instrument to measure employee' job satisfaction (Jyoti, 2013; Mishra, 2013; Omar & Hussin, 2013).

Another instrument use to measure job satisfaction is JDS designed by Hackman and Oldham (1974). JDS aims to measure three categories of variables that includes (1) core dimensions of the job, (2) critical psychological state and (3) personal and work outcomes. Gomez, Garcia and Omeara (2016) adapted JDS as the instrument to measure student satisfaction. The core dimensions of job in JDS were identified as skill variety, task significance, task identity, autonomy, and feedback from the work itself.



JSI is another measurement tools for job satisfaction as it measure overall job satisfaction. It is quite similar with JDI however, JSI have another one extra which is a total of six item to be measured. Schriechiem and Tsui (1980) introduced this tool where the item consists of work, co-workers, supervision, promotion opportunities, as well as the job in general.

Bacharach, Bamberger, and Conley (1991) proposed the JSRE measurement for job satisfaction. The purpose of this instrument is to assess the notch of agreement amid employee's expectations towards aspects of job perceived regarding quality. JSRE was specifically designed to helps measure role conflicts, job stresses, or role ambiguities that can prevent employee's job expectations to be met (Kumar, 2016).



Job Satisfaction Survey (JSS) was first developed Spector (1985). JSS was originally used for human service organization. Hence, JSS consists of 36 items or questions with nine facets in total. These facets was used to identify employee's attitude regarding the job itself as well as the job aspects. Four items were assess for each facets and overall score of all items will be computed. In details, the nine facets inserted in JSS are inclusive of pay, supervision, promotion, nature of work, contingent rewards, fringe benefits, co-workers, and operating procedure (Kumar, 2016).

Warr, Cook, and Wall (1979) had developed (GJS) where it focus more on intrinsic and extrinsic factors for overall satisfaction. A total of 15 items was identified where it later divided into two sub-scales. Intrinsic section has seven items in total, whilst for extrinsic it has eight items.



One of the most common measurement used in job satisfaction is known as the Minnesota Satisfaction Questionnaire (MSQ) introduced by Weiss, Davis, England and Lofquist (1967). MSQ was seen to have a two different version for the survey where the original long form of MSQ consists of 100 items in regards to 20 sub-scales that measures utilization, ability, activity, achievement, authority, advancement, compensation, company practices and policies, creativity, co-workers, moral values, independence, responsibility, recognition, security, social status, social service, working conditions, variety of supervision-technical, and relations on supervision-human.

However, to ease participant in giving feedback for the survey, there is a shorter version for MSQ with only 20 items that represent the best for each subscale. The shorter version of MSQ were divided into two categories of sub-scales which consists of both intrinsic and extrinsic satisfaction. Based on these numerous number of job satisfaction measurement technique or instrument, Bloom (2010) concluded that the basic facets of job satisfaction contains five items namely nature of work or work itself, pay, promotion, supervision and co-workers. Below are some brief definition for the facets:

### **2.3.1 Nature of Work/The Work Itself**

Lehman (2014) explained that nature of work or also known as the work itself often discussed as the job characteristic that deals with level of interest that influence employee's motivation and satisfaction, level of challenge and excitement for employees. Moreover, Lehman (2014) further note that the nature of the work can create a substantial effect towards employee's attitude, feelings and even beliefs.

In 1965, Turner and Lawrence had introduced the six task attributes which can be related in positive manner with employee's satisfaction. These six tasks are inclusive of variety, required interaction, required skills and knowledge, autonomy, optional interaction and responsibility. Bloom (2010) stated that nature of the work includes numerous components of a job which influence the degree of variety, challenge, control and autonomy of the work.

Furthermore, Bloom (2010) opined that the work itself tend to affect how employees perceived their job that later than the task provides intrinsic fulfilment and the urge for need recognition, building skill and creativity.

Besides that, Lehman (2014) also argues that employees should be given opportunities to try out various activities and skills while completing the task given. Yalabik, Rayton and Rapti (2017) added that characteristics of work will give an impact towards employee's behaviour with the task.

### **2.3.2 Pay**

Hee, Yan, Rizal, Kowang and Fei (2018) defined compensation as the overall amount of the non-monetary and monetary pay given to employees by their employer in exchange for performing the work required. Moreover, Hee, Yan, Rizal, Kowang and Fei (2018) stated that employees will feel much appreciated towards their hard work when receiving rewards whether it is monetary or non-monetary as part of their incentives.

Lehman (2014) stated that compensation had become one of the highest spot in top five for the list in job satisfaction determinant, hence it is crucial for organization to consider this factor. In recent study by Mabaso and Dlamini (2017) shows that there is a positive and significant relationship between compensation and job satisfaction. A study conducted by Abuhashesh, Al-Dmour and Masa'deh (2019) find that there is a positive relationship occurs between variable of high wages and employees job satisfaction.

### **2.3.3 Promotion**

Ali and Ahmed (2017) defined promotion as employees are elevated to a higher compensation and significance level in the organization where it basically move employees to higher hierarchy that eventually increases their responsibility level as well. Ali and Ahmed (2017) also opined that

promotion can be an effective method for organization to create positive behaviour among employees and maintain their job satisfaction level.

Lehman (2014) argues that employees tend to feel dissatisfied regarding their job when they see themselves stuck in their current position and there is no probability to have a potential advancement or growth. In addition, Lehman (2014) stated that employees seek for recognition by being promoted to a higher position as accordance to their dedication and hard work for the organization. Therefore, employers must take into consideration on the factor such as promotion in order to maintain employee's satisfaction towards their work.

### **2.3.3 Supervision**

Another important facet in employee's job satisfaction is related to their supervision or known as supervisor support. According to Qureshi *et al.* (2018) supervisor support can influence employee's satisfaction level in the organization depending on how supervisor portrayed themselves to their employees. Moreover, Qureshi *et al.* (2018) stated that supervisor's positive support and feedback will lead to employee's satisfaction.

Putter (2013) explained that supervisor support can be in the form of instrumental, emotional as well as support that they provide for employees before the task was given and after the task was completed. Hence, Bhatti *et al.* (2013) opined that supervisor have a vital roles that helps employee to be more focus with their work when they are being supervise or monitor.

### **2.3.5 Co-worker**

Wongboonsin, Dejprasertsri, Krabuanrat, Roongrerngsuke, Srivannaboon and Phiromswad (2018) stated that co-worker and supervisor support can be combined as the social support in organization and plays a vital role that affect employees from numerous aspects which includes productivity, job satisfaction and employee's well-being.

According to Avci (2017) workers attitudes at work can be affected by co-workers as they influence the working environment of organization. Moreover, Avci (2017) suggested that employees believe the concept of co-worker support is when their colleagues willingly provides them assistance in completing the task given. On further note, Charoensukmongkol, Moqbel and Wirsching (2016) stated that co-worker support helps to retain employee's satisfaction even if there are changes made in the organization.

In summary, these five facets of job satisfaction have a significant and positive relationship with employee's job satisfaction. *The nature of work or the work itself* (Yalabik, Rayton & Rapti, 2017; Lehman, 2014), *pay* (Abuhashesh, Al-Dmour & Masa'deh, 2019; Hee, Yan, Rizal, Kowang & Fei, 2018; Mabaso & Dlamini, 2017; Lehman, 2014), *promotion* (Ali & Ahmed, 2017; Lehman, 2014), *supervision* (Qureshi *et al.*, 2018; Bhatti *et al.*, 2013; Putter, 2013) and *co-worker* (Wongboonsin, Dejprasertsri, Krabuanrat, Roongrerngsuke, Srivannaboon & Phiromswad, 2018; Avci, 2017; Charoensukmongkol, Moqbel & Wirsching, 2016).

## **2.4 Leadership**

The concept of leadership was first introduced by Burns (1978) in his research on political leaders. Burns (1978) concept of transforming leadership focus on advancing to a higher level of motivation and morale when both leaders and followers helps each other. Bass (1985) later extended Burns (1978) work by explaining that transforming and transactional leadership were underlie by the psychological mechanisms. Today, numerous leadership style has emerged as the study on leadership behaviour have evolved.

Asghar and Oino (2018) claims that great leadership is crucial for organization success. Al Khajeh (2018) further note that leadership produces a strong effect towards employee's attitude at work as leaders will influence their followers in order to accomplish collective goals. Nidadhavolu (2018) defined leadership as goal achievement through human associates directions. Leadership enables organization to express its potential work or performance into effective productivity as well as the ability of a leader to influence followers in achieving targeted goals (Kertiriasih, Sujana & Suardika, 2018).

Leng, Xuan, Sin, Leng, and Yan (2014) categorized leadership in terms of behaviour, individual traits, role relationship, interaction patterns, influence over other employees, perception of others related to influence legitimacy, and administrative position. Hou (2013) later note that leadership is the method of interaction between leaders and followers where leaders become the determinant on their subordinates attitude in completing organization's objectives.

## **2.5 Leadership Styles**

Leadership style is the path where followers are led by leaders to complete desired goals. An effective leadership style assists in developing a better employee's job satisfaction and performance that link to organization desired goals and objectives, whilst an ineffective leadership style will cost organization to bare on negative consequences on employee's satisfaction and performance.

The most studied leadership style was developed by Burns (1978) on the transformation of leader. Based on Burns (1978) work, Bass and Avolio (1994) developed the Full-Range Leadership Model which consists of transformational, transactional, laissez-faire, management by exception active and passive.

According to Nidadhavalu (2018), the significant relationship between leadership style and employee's job satisfaction had led to a wide range of studies and resulted into various types of leadership theories. Asghar and Oino (2018) stated that leadership style vary from time to time according to the situation as well as the industries of organization. Furthermore, most leaders are adapting their leadership style according to the working environment and organization's demand.

Al Khajeh (2018) explain on the two most prominent leadership style that had been considered to have the highest significant relationship with employee's job satisfaction which had been used widely in leadership and organizational studies are the transformational leadership style presented by Burns (1978) as well as the transactional leadership style presented by Bass (1985). In this study, the main focus of leadership style discussed will be transformational and transactional leadership style.

### **2.5.1 Transformational Leadership**

Bass and Avolio (1993) stated that transformational leadership integrate to create creative insight, energy and persistence, sensitivity and intuition to others need to forge organization strategy culture alloy. Pasovska and Miceski (2018) opined that transformational leadership created a major impact towards improving organizational success and culture where it affect individual cultural characteristic changes for better and improve all areas of human achievement, hence producing a positive long-term relationship of an individual. Arif and Akram (2018) further note that transformational leadership tend to motivate subordinates to explore and exert existing or even new prospects.

Moreover, Loo and Ling (2018) suggested that transformational leadership style may change employee's values and perception as well as feeling motivated and inspired by their leader. Besides that, transformational leadership was seen as the approach to emphasizes leader's character, personality and capabilities in making positive changes through setting up example, goals and vision. Pasovska and Miceski (2018) added that transformational leadership have the capacity to create significant changes in both individual and organization via adaptation, aspirations, expectations, values and perception. McCleskey (2014) noted that there are four constituents in transformational leadership that includes idealized influence, Inspirational Motivation, Intellectual Stimulation and Individualized Consideration. Below are some brief explanation of the constituents in transformational leadership style:

#### **2.5.1.1 Idealized Influence (Charismatic)**



Abou-Moghli (2018) stated that idealized influence is the main element of process in transformational leadership style due to the fact that leader's charismatic traits will influence their followers attitude and behaviour towards their work. According to Nidadhavolu (2018), leaders that are respected and honoured by followers are considered as the idealized influence where leaders prioritize on subordinate's requirement over leader's needs.

In addition, Pasovska and Miceski (2018) added that leaders with charisma and good attitude towards subordinates acted out as a role model and being respect, admired and trust by followers by putting ahead employee's interests as well as behaves as according to ethical codex.

#### **2.5.1.2 Inspirational Motivation**

As stated by Pasovska and Miceski (2018), leaders with inspirational motivation tend to put followers always in a new challenges where leaders will present an important as well as clear goals in the most modest way for followers to understand. Moreover, leaders who portrays inspirational motivation traits will build a strong bond on team spirit, enthusiasm, optimization, and stimulating dedication among subordinates. Similarly, Nidadhavolu (2018) noted that inspirational motivation can be achieve by leaders when they implemented a clear vision which motivate, encourage and future-oriented for subordinates.

#### **2.5.1.3 Intellectual Stimulation**

Pasovska and Miceski (2018) argues that leaders with intellectual stimulation always have the goals to be questioned. Leaders will approach existing idea in a new method and reassess the prior method of problem solving. Additionally, leader with intellectual stimulation will carefully stimulated ways to solve problems, innovation, rationality and creativity that support efforts in terms of intellectual.

Nidadhavalu (2018) later argues that leaders with intellectual stimulation provides subordinates with opportunities to diverge themselves to be more enthusiastic in doing thing rather than stuck in the same old fashioned way. Hence, this helps leader in motivating subordinates to come up with new approach in problem solving and making subordinates to feel more engage and become actively engaged.

#### **2.5.1.4 Individualized Consideration**

Pasovska and Miceski (2018) stated that leaders will give attention personally by knowing follower's individual needs, development and achievement, thus open up opportunities for extra learning. Leaders will also evades direct control, public criticism and supervision but instead accepts people diversity.

Nidadhavalu (2018) opined that leader with individualized consideration guide and train followers in developing new potential and improve work performance. Hence, transformational leaders focuses on individual growth and success.

#### **2.5.2 Transactional Leadership**

Burns (1978) stated that transactional leadership espouse responsibility, fairness, honesty and honouring commitments. Faraz, Yanxia, Ahmed, Estifo and Raza (2018) defined transactional leadership style as relationship between leader and subordinates where rewards are offered by leader in exchange with terms or agreement and services performed by subordinates. Asghar and Oino (2018) further note that transactional leadership is known to be a motivational approach through exchange process of rewards and punishment mechanism.

Nidadhavolu (2018) argues that the importance of transactional leadership style is equivalent to transformational leadership style as both leaders help boost up organizational competitive advantages. Furthermore, Nidadhavolu (2018) commented on the lack of motivation and level of morality available in transactional leadership as compared to transformational leadership. Islam, Jantan, Rahman, Hamid, Mahmud and Hoque (2018) stated that transactional leadership concern on the organization and supervisions of employees by giving out rewards to the entire team and each employees when certain desired goals were accomplish.

Two dimensions inserted in transactional leadership that were used for corrective approach as outlined by Smith, Eldridge, and DeJoy (2016) which includes Contingent Reward and Management by Exception that

divided into two categories like passive and active. Explanation are as follow:

#### **2.5.2.1 Contingent Reward**

Nidadhavalu (2018) defined contingent reward as recompense given to subordinates by leaders in exchange for followers effort, capabilities and performance of meeting the required objectives in completing the tasks given. On the other note, Islam, Jantan, Rahman, Hamid, Mahmud and Hoque (2018) stated that contingent reward is a reward offered by organization in order to gain better and best performance from employees even they are from different teams, positions and divisions.

#### **2.5.2.2 Management by Exception (MBE) Active**

Islam, Jantan, Rahman, Hamid, Mahmud and Hoque (2018) sees (MBE) Active as corrective action done by leaders through anticipation and encouraging behaviour. Transactional leaders tend to create solution to any potential problem even before the problem occurs if they are able to foresee it.

In addition, Nidadhavalu (2018) defined leader with MBE behaviour always interfere when any subordinates accidentally makes mistake by establishing noticeable mechanisms and implement appropriate rules. Moreover, leaders with MBE Active makes a selfish and aggressive interest towards the work and task monitoring (Nidadhavalu, 2018). The classic explanation by Bass and Avolio (1990) is when leaders consistently involves themselves with the work process searching for

unconventionalities from the common protocol, hence making intervention just before any error made by employees.

#### **2.5.2.3 Management by Exception (MBE) Passive**

Islam, Jantan, Rahman, Hamid, Mahmud and Hoque (2018) later explained that MBE Passive is when leaders only acted out after there is problem occurs and do not even make prediction for any potential problems in the future.

### **2.6 Empirical Studies on Leadership Styles and Job Satisfaction**

Study conducted by Asghar and Oino (2018) on the leadership styles and job satisfaction were done among retail outlets available in Slough, United Kingdom where a total of 270 sample size with 85% response rate data were collected and resulted to there are positive effect between transformational leadership whilst there is an insignificant relationship between transactional leadership and job satisfaction.

Al Khajeh (2018) conducted a study on leadership style and job satisfaction from organization in Dubai with a sample of 121 employees inclusive of managers using the short version of Multifactor Leadership Questionnaire (MLQ) for leadership style and the Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction. The findings indicates that there is a positive and significant relationship between all variables.

Study conducted by Yao and Huang (2018) on leadership style and employee's job satisfaction with the addition of intention to stay from the shipping industry also indicates that there are positive and significant effects of leadership style on job

satisfaction, leadership style on intention to stay and job satisfaction with intention to stay.

## **2.7 Summary**

In this chapter, there are several key highlight discussed regarding leadership style and employee's job satisfaction. Both content and process theories on job satisfaction were explained in detail inclusive of motivation models and theories as well. Leadership styles that includes transactional and transformational were also been discussed in this study. Empirical studies done on leadership style and job satisfaction had been briefly deliberate. The following chapter will be focusing on the methodology of this paper to collect data and information required.



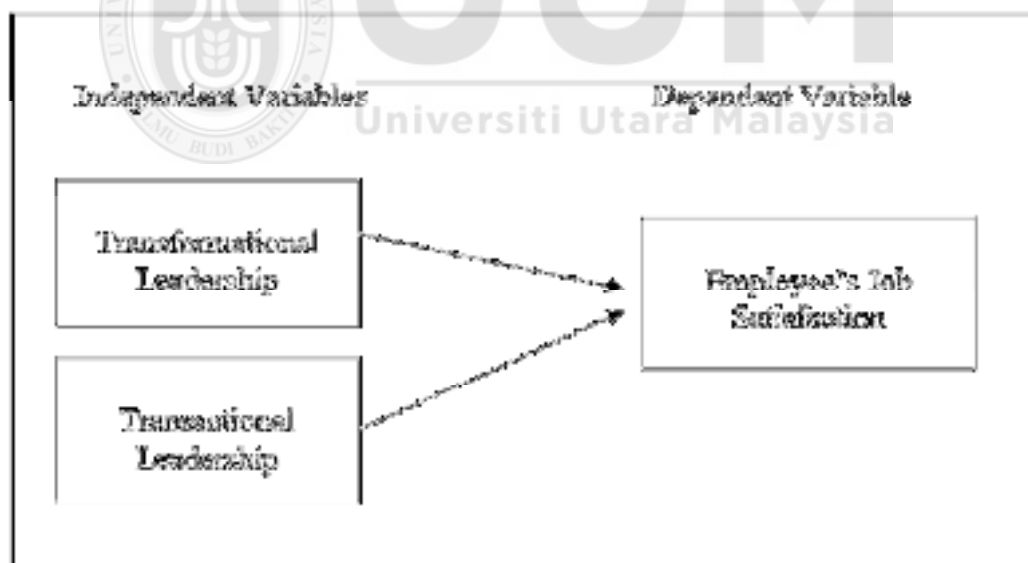
## **CHAPTER 3**

### **METHODOLOGY**

This chapter will discuss further on the research method used in this study to determine the relationship between transactional and transformational leadership style towards employee's job satisfaction. The study conducted used quantitative research approach to examine the effect relationship between independent and dependent variables. The theoretical framework, hypothesis, research design, sample, operationalize of variables, data collection and data analysis are presented and discussed in this chapter.

### 3.1 Theoretical Framework

In this study, the dependent variable that are examined were employee's job satisfaction. As for the independent variable, transformational and transactional leadership style were examined. The theoretical framework are shown in Figure 3.1.



**Figure 3.1**  
*Theoretical Framework*

### 3.2 Hypotheses Development

The hypotheses for this research are formulated based on the theoretical framework constructed. To further support the formulated hypotheses, some of the research findings from previous studies discussed on the relationship of study variables are presented and eventually to answer the research questions in this study.

Al-Sada, Al-Esmael and Faisal (2017) conducted a study on leadership style and employee satisfaction thus found that there is a significant positive relationships between leadership and job satisfaction. Kiarie, Maru and Cheruiyot (2017) concluded that leaders who portray leader personality traits will enhance employee job satisfaction. Based on previous studies, hypothesis was constructed as follow:

**H1: There is a significant relationship between transformational leadership and employee's job satisfaction.**

Numerous past research had found that there is a relationship between transformational leadership style and employee's job satisfaction. Al Khajeh (2018) conducted a study in Abu Dhabi with a total of 121 participants inclusive of employees and managers from various organizations. The study used short version of MLQ as an instrument for leadership style and MSQ to measure job satisfaction. The result indicates that there is a positive and significant relationship between studied variables.

Asghar and Oino (2018) conducted a study with a total of 270 retail workers located in Slough, United Kingdom where instrument used was adapted based on Bass and Riggio (2006) transformational leadership questionnaire and three items on job satisfaction. The results shows that relationship between transformational leadership and job satisfaction was significantly and positively affected. Asghar and Oino



(2018) also concluded in their study that transformational leadership style works the best for retail industry in United Kingdom.

Another study conducted by Loo and Ling (2018) where respondent are a number of 148 teachers in Kuching, Sarawak. Instrument used for this study was Herzberg's Job Satisfaction Inventory to measure satisfaction and the four sub-dimensions of transformational leadership which consists of idealized influence, inspirational motivation, intellectual stimulation and individualized consideration. This study also found that transformational leadership style have a significant effect on job satisfaction among teachers.

Other study from Hijazi (2017) conducted a research that comprises of 247 staff and faculty members from seven different private universities located in United Arab Emirates (UAE) and found that there is significant and positive relationship between transformational leadership and job satisfaction. The study conducted used three sets of instrument namely MLQ, MLQ and Communicative Competence Scale (CCS).

Therefore, based on previous study, it can be concluded that transformational leadership style have significant relationship with job satisfaction. This conclusion leads to another hypothesis development to determine whether transactional leadership style also have a significant relationship with employee's job satisfaction.

**H2: There is a significant relationship between transactional leadership and employee's job satisfaction.**

Recent study by Al Khajeh (2018) indicates that there is a positive significant relationship between transactional leadership and job satisfaction mainly on intrinsic factor. However, the study concluded that transactional leadership is do not have a better predictions on intrinsic job satisfaction as compared to transformational leadership style.

Konstantinou and Prezerakos (2017) construct a study on transactional leadership and employee's job satisfaction among nurses in the Philippines, later found that there is a significant relationship between studied variables overall. On further note, the sub-dimension of transactional leadership which is (MBE) Passive brings negative relationship with nurses job satisfaction.

Similar study was done by Abdelhafiz, Alloubani and Almatari (2015) that took place in public and private hospital located in Jordan to find the relationship between transactional leadership and job satisfaction among nurses. The result indicates that transactional leadership scores correlated positively with overall job satisfaction but negatively correlated with MBE Passive.

### **H3: Transformational leadership style affect employee's job satisfaction**

The study conducted by Hijazi (2017) shows that transformational leadership style become one of the predictor in employee's job satisfaction. The study was conducted in UAE among employee's working at public and private universities. Transformational leadership style become predictor for both intrinsic and extrinsic job satisfaction.

A similar study conducted by Muslichah and Asrori (2018) also compute that there is a positive and significant effect from transformational leadership towards employee's job satisfaction. The study took place in Indonesia where a total of 170 employees from Local Secretariat Office become respondents for the research.

John and Pant (2018) found in their study that transformational leadership plays a vital role in increasing employee's job satisfaction. The study took place in India where faculty member of higher technical education was the targeted respondents. Furthermore, John and Pant (2018) stated that leaders that lead by example and directions causes employees to have high job satisfaction.

#### **H4: Transactional leadership style affect employee's job satisfaction**

There are little study conducted to determine whether transactional leadership style will affect employee's job satisfaction. However, Hijazi (2017) found in his study that transactional indeed affected job satisfaction. Hijazi (2017) compute that one of the transactional leadership component which is MBE Passive affect employee's job satisfaction.

### **3.3 Research Design**

Apuke (2017) defined quantitative research as approach that assists in analyzing and quantifying variable with the intention of getting the results. The method involves analyzing and utilizing sets of numerical data via specific statistical techniques and tools to find the results. Similarly, Powoh (2016) stated that quantitative research were used by researchers to identify how studied variables affects another.

Hence, quantitative research approach was used in this study to collect data from respondents by using questionnaire which includes two different instrument that consists of three section to determine the relationship between leadership styles and job satisfaction respectively. The distribution of structured questionnaires were handed out to employees of several retail outlets specifically in Kota Kinabalu, Sabah.

Selecting a reliable research design was seen as the most important step in conducting research studies (Abutabenjeh & Jaradat, 2018) due to the fact that it will influence the whole flow and process of research. Therefore, quantitative research approach suits the purpose and aims of this study. Information gathered through descriptive approach and later analyzed using the Statistical for Package Social Science (SPSS) version 22.0 to complement proposed hypotheses. This research paper studied on mentioned dependent variable namely job satisfaction and leadership style as the independent variable.

### 3.4 Operational Definition

**Table 3.1**

*Operational Definition of Measured Variables*

Variables	Definitions	Operational Definition
Job Satisfaction	Determinant of employee's performance, motivation and retention (Fentie, Ashagrie & Kasahun, 2017)	Short version of MSQ with 20 items adopted from Hijazi (2017)
Transformational Leadership	May change employee's values and perception as well as feeling motivated and inspired by their leader (Loo & Ling, 2018)	13 items from MLQ adopted from Hijazi (2017)
Transactional Leadership	Motivational approach through exchange process of rewards and punishment mechanism (Asghar & Oino, 2018)	9 items from MLQ adopted from Hijazi (2017)

### **3.5 Measurement of Variables**

The questionnaire contain two types of variables which is dependent and independent variable. Dependent variable measured in this research was job satisfaction among retail employees specifically located around Kota Kinabalu, Sabah. As for independent variable, transformational and transactional leadership style was measured. Answers from respondent were collected using four point Likert Scale. In addition, the demographic background of respondents was also inserted in the questionnaire which include gender, level of education, level of income and years of service.

#### **3.5.1 Job Satisfaction**

In this study, job satisfaction was measured by adopting the short version of MSQ developed by Weiss *et al.* that consists of 20 items. The questionnaire was adopted from Hijazi (2017). Job satisfaction was measured using 12 items on intrinsic job satisfaction and eight items on extrinsic job satisfaction. The questionnaire were constructed using a four- point Likert scale.

#### **3.5.2 Leadership Style**

Leadership style were measured by adopting the MLQ from Hijazi (2017). A total of 22 items were measured in this study where 13 items was constructed for transformational leadership whilst nine items was constructed for transactional leadership. The items for transformational leadership style consists of three items from idealized influence, three items from inspirational motivation, three items from intellectual stimulation and three items from individual consideration. As for transactional leadership, three items were

measured from MBE both Active and Passive as well as contingent reward respectively. The questionnaire were constructed using a four-point Likert scale.

### **3.6 Data Collection**

According to Ajayi (2017), data can be defined as facts or figures that some existing knowledge or information has been obtained. There are two types of data namely primary and secondary data. Ajayi (2017) stated that primary data was collected by the researcher for the first time as it is original and factual which data collected to address problem at hand. Furthermore, sources for primary data includes observations, surveys, questionnaires, experiments and personal interviews.

This study approached primary data as the questionnaire distributed contain first-hand data from respondent. Apart from primary data, a secondary data was also obtained through past literature review to strengthen the knowledge and information concerning on employee's job satisfaction and leadership styles.

### **3.7 Sampling Method**

A non-probability sampling was used as the sampling method in this research where convenience sampling technique had been applied during questionnaire distributions. According to Etikan, Musa and Alkassim (2016), convenience sampling helps researchers to reach out targeted population that available, meet firm practical criteria, easy to access, geographically proximity and the willingness of respondent to participate for the purpose to complete the study. The respondent in this research were selected conveniently from retail stores situated in Kota Kinabalu, Sabah to

examine retail employees job satisfaction affected by their managers or supervisors leadership style.

### **3.8 Pilot Study**

In the research done by Berezan, Raab, Yoo and Love (2013) have agreed that a reliability test known as Cronbach Alpha was conducted in order to test the reliability as well as the internal consistency of every attributes in the questionnaire through pilot study. A set of 30 questionnaire were conveniently circulated among Universiti Utara Malaysia (UUM) postgraduate students who are working which took place in UUM, Sintok campus to carried out a pilot study.

This pilot study was carried out just to get feedback on the understanding and clarity of the instrument and managed to spot some errors based on the respondents' feedback and minor changes in the instrument are undertaken. The final questionnaire that had been amended was then made into double sided booklet form that contain 46 questions overall in which four questions from demographic profile, 20 questions of job satisfaction, and 22 questions on leadership style.

### **3.9 Data Collection Procedures**

There are some procedures performed by researcher during data collection period. At first, researcher constructed a questionnaire which can help in answering the research question and research objective as well as strengthen the hypotheses formulated in the study. The questionnaire was adopted from previous study (Hijazi, 2017) that done the similar aims on the relationship between leadership style and employee's

satisfaction but in a different setting. Below are steps or procedure taken for data collection:

1. A total copies of 350 questionnaire were distributed among retail employees. It took three conservative day to fully distribute all questionnaires to reach respondents. The first day of distribution took place at two different shopping malls in Kota Kinabalu, Sabah. The second day of distribution took place in another two different shopping mall. The final day of distribution took place at different shop lot also situated in Kota Kinabalu area.
2. The researcher walked into the retail store and immediately asked permission for them to fill in the questionnaire. Some respondent were reluctant at first to give their cooperation due to company policies and confidentiality, but after hearing the explanation that research was conducted just for academic purpose, they agreed to give full cooperation.
3. The researcher left the questionnaire at the store for employees to fill in and later comeback after that. The questionnaire were collected immediately at the same day it was distributed
4. The next step took by researcher was sorting out questionnaire because not all of it is useable. Out of 350 questionnaire distributed, only 309 respondent willing to answer the questionnaire and returned it. However, only 238 questionnaires are completed and useable.
5. Data obtained had been keyed in the SPSS software.
6. The final step was data being interpreted and analyzed for the end results using SPSS version 22.0.

### **3.10 Data Analysis Techniques**



The statistical analysis conducted in this study uses SPSS 22.0 statistical software. Reliability and validity, exploratory data analysis and descriptive analysis had been done for the final result. All data collected from the questionnaire were interpreted in the findings chapter. The reliability and validity of a measure were tested using the Cronbach's Alpha to ensure the consistency of measurement across time and various items are without bias and error free. The result of reliability and validity test had been concluded to study the effect and relationship between dependent variable and independent variables.

### 3.10.1 Reliability Test

According to Bonnet and Wright (2014), Cronbach's Alpha is the most commonly used to measure reliability of variables in organizational and social sciences study. The importance of reliability test is to eliminate bias, to have zero error, enhance the evaluation of the research study, as well as to enhance accuracy for the assessment (Mohajan, 2017).

**Table 3.2**

*Cronbach's Alpha Interpretation*

Cronbach's Alpha	Internal Consistency
<0.5	Unacceptable
0.5-0.6	Poor
0.6-0.7	Questionable
0.7-0.8	Acceptable
0.8-0.9	Good
0.9-1.0	Excellent

Source: Pankit (2012)

Table 3.2 indicates the interpretation for Cronbach's Alpha reliability test used to measure the reliability of the variables proposed in this study. The range of consistency as stated by Pankit (2012) shows that value range from 0 until 1 on the coefficient correlation of variables. The measured variables that scores less than 0.5

was ruled as unacceptable whilst variable scores in between 0.5 and 0.6 was ruled as poor. The middle range between 0.6 until 0.7 for a variable to score is still rule as questionable whether the variable is reliable. As the variable scores between 0.7 until 0.8 only then it can be acceptable to be acknowledge as reliable. Furthermore, in order for the variable to be considered as reliably good, it must scores between 0.8 and 0.9 in Cronbach's Alpha test. The most reliable variables and recognize as an excellent reliability is for variable to score between 0.9 until 1.0 for the test.

### 3.10.2 Pearson Correlation

In determining the relationship between the variables, the Pearson correlation coefficient is then used to indicate the direction, strength and relationship among the two variables that were measure at an interval or ratio level.

**Table 3.3**  
*Coefficient Correlation Interpretation*

Coefficient Correlation	Interpretation
<0.2	Slight Correlation
0.2-0.4	Low Correlation
0.4-0.7	Moderate Correlation
0.7-0.9	High Correlation
0.9-1.0	Very High Correlation

Source: Pankit (2012)

In order to determine the relationship between the independent variables which is leadership style both transformational and transactional together with the dependent variable, which is employee's job satisfaction were tested using the correlation coefficient. According to Obilor and Amadi (2018), correlation contains association measurement, relationship or correlation between two or more variables whether they are related positively or negatively, or not related at all.

Table 3.3 shows the interpretation of correlation coefficient as cited from Pankit (2012) where the value range shows how positive or negative variables are related. Value that score less than 0.2 is verified to have slight correlation between variable tested, while value that shows between 0.2 until 0.4 have a low correlation. Variable tested with value ranging 0.4 until 0.7 verified to have a moderate correlation. As for variable that scores between 0.7 until 0.9 is certain to have such high correlation. The highest score for a very high correlation between two or more variables tested is ranging between 0.9 until 1.0 which can either positive or negative relationship.

### **3.10.3 Multiple Regression**

According to Plonsky and Ghanbar (2018), multiple linear regression is a statistical method that were used to determine the relationship between independent and dependent variable where the multiple correlation clarified the variance. Khairuddin (2017) further note that the R-square ( $R^2$ ) is when variable were regressed with more than one predictor. Hence, result indication can be shown via the value of  $R^2$ , level of significance and the F statistic. The multiple regression in this study were further discussed in chapter four.

### **3.10.4 Descriptive Data Analysis**

On the other hand, this study used the descriptive statistics that include the frequency, mean score and standard deviations. A total of four demographic variables were constructed in this study. These variables are gender, education level, income level, years of service.

### **3.11 Summary**

This particular chapter highlighted the theoretical framework, hypotheses development, research design, operational definition, measurement of variables, data

collection, sampling method, pilot study, data collection procedures as well as data analysis techniques. The continuance of result explanation and findings were then further discussed in the following chapter.

## CHAPTER 4

### FINDINGS AND ANALYSIS OF RESEARCH

This chapter will be focusing mainly on the research findings and analysis obtained as a result for data collected through distributed questionnaire. The study used reliability analysis, frequency analysis, descriptive analysis, inferential analysis and common bias method to represent the relationship and effect of independent variables that includes transformational and transactional leadership style towards the dependent variables which is employee's job satisfaction. Data were analyzed using the SPSS 22.0 version software.

#### 4.1 Common Method Bias

**Table 4.1**  
*Common Method Bias*

Total	Cumulative %
20.039	47.712%

Common Method Bias (CMB) or Common Method Variance (CMV) ensures that data obtained through distributed questionnaire were answered by respondent excluded from any systematic measurement error and bias. According to Jakobsen

and Jensen (2015), CMB may cause bias due to the fact that variables shared the systematic variance among itself. Khairuddin (2017) further note that for factor to accounts exceeding 50% of the result will give negative impact on the validity. In order to ensure such matter does not occur, CMB analysis was conducted in this research. Table 4.1 describe the result of a single factor amounting at 47.71% of the total variance. Based on the statistical result, it can be concluded that data collected from respondent were below than 50% which indicates that CMB or CMV does not occur.

#### 4.2 Reliability Test Result

Heale and Twycross (2015) defined reliability as the consistency of measures when respondent completed instrument used to measure studied variables, should have the same response approximately for each test that had been completed. On further note, Heale and Twycross (2015) stated that there are three attributes for reliability which includes homogeneity, stability and equivalence. The most common method used to determine the consistency of an instrument is known as the Cronbach's Alpha. Table 4.2 shows the reliability test for both pilot study and actual study result for Cronbach's Alpha.

**Table 4.2**  
*Cronbach's Alpha Statistical Result for Pilot and Actual Study*

Variable	Pilot	Actual
Job Satisfaction	0.932	0.934
Transformational Leadership	0.969	0.961
Transactional Leadership	0.905	0.928

Results shown in Table 4.2 indicates that both pilot study and actual study acquired an excellent Cronbach's Alpha which is more than 0.7. Pilot study was conducted beforehand with a total of 30 participants from UUM postgraduate students who are still working. The reliability portrayed in the pilot study regarding the measurement of variable enables researcher to conduct an actual study using the designated questionnaire.

Once the pilot study had been completed, a reliability test then conducted at the actual study using the same method which is the Cronbach's Alpha. The instrument measured in the questionnaire was obtained from a total of 238 respondent. Job satisfaction valued at 0.934, transformational leadership valued at 0.961 which is the highest Cronbach's Alpha value, whilst transactional leadership style valued at 0.928. Therefore, above measured strengthen the reliability tested for variables studied in this research since it have values that greater than 0.7 as well as closer to 1.

### **4.3 Descriptive Analysis**

#### **4.3.1 Respondent's Profile**

Descriptive analysis on respondent's background and for each variables measured were discuss in this section. The analysis covers frequencies such as mean, mode and median of each items. The respondent background converse on four variables that includes gender, educational level, income level and years of service for their current employment. The summarization of

variables description on respondent background, dependent and independent variables can be found in the shown Tables.

Out of 238 responses received from participant which was the retail employees in Kota Kinabalu, 193 respondents with the percentage of 81.1% were females, while the remaining 45 respondents with the percentage of 18.9% were males. The data received shows respondents educational level where bachelor's degree holder dominates the chart as it was recorded to be the highest value of 189 (79.4%) for level of education.

Respondents with Diploma follows at the second spot with a total of 31 (13%) individuals related. There was a total of 13 (5.5%) individuals that works as retail employees and participate in this study. There was also 5 (2.1%) respondents who works at retail industry and become part of the participant in the study.

Level of income was also inserted to be one of the item in respondent's background. A total of 45 (18.9%) respondents received their salary ranging from RM0 to RM1,000 monthly. Majority of the respondents which a total of 118 (49.6%) individuals to be exact, received payment of salary ranging from RM1,001 to RM2,000 per month. The next income level were occupied by 51 (21.4%) respondent who work as a retailer and receive between RM2,001 to RM3,000. Salary ranging from RM3,001 to RM4,000 were calculated to have 18 (7.6%) respondents receiving such amount. The level of income for RM4,001 to RM5,000 have 3 (1.3%) respondent probably from higher level

of management in the store. The highest level of income, which is RM5,000 and above also have 3 (1.3%) respondents receiving such pay.

The final variables was years of service. Respondents working less than a year amounted for 108 (45.4%), followed by 90 (37.8%) respondent working for one to two years, 14 (5.9%) respondents working for three to four years and 24 (10.1%) of respondent had work more than five years. Table 4.3 shows the summarization of respondent's background.

**Table 4.3**  
*Respondent's Profile*

Variables	Categories	Total Frequency (N=238)	Valid Percentage (%)	Total
Gender	Female	193	81.1	N=238
	Male	45	18.9	100%
Level of Education	High School Graduate	13	5.5	N=238
	Diploma	31	13.0	100%
	Bachelor's Degree	189	79.4	
	Master	5	2.1	
	PhD	-	-	



Income Level	RM0-RM1000	45	18.9	N=238
	RM1001-RM2000	118	49.6	100%
	RM2001-RM3000	51	21.4	
	RM3001-RM4000	18	7.6	
	RM4001-RM5000	3	1.3	
	RM5000 and above	3	1.3	
Years of Service	Less than a year	108	45.4	N=238
	1-2 years	90	37.8	100%
	3-4 years	14	5.9	
	5 years and more	24	10.1	

### 4.3.2 Dependent and Independent Variables

Research can obtain information and summarization of the sample used for this study through descriptive analysis. The mean and standard deviation of each variables in this study were summarized in below:

#### 4.3.2.1 Intrinsic Job Satisfaction

Table 4.4  
*Intrinsic Job Satisfaction Mean and Standard Deviation*

	N (Valid)	Mean	Std. Deviation
Working alone	238	3.1050	0.50472
Freedom of own Judgement	238	2.9748	0.63594
Feeling accomplish	238	3.2479	0.69469

Chance to do different thing	238	2.9076	0.55865
Perform task not against morality	238	3.0336	0.53459
Make use of abilities	238	2.9496	0.62099
Be somebody in community	238	2.7353	0.66346
Busy all the time	238	2.9076	0.55865
Steady employment	238	2.6345	0.78809
Do things for others	238	2.9076	0.72904
Tell people what to do	238	2.9748	0.63594
Use own method to finish job	238	2.9496	0.62099

The lowest mean recorded was 2.6345 with 0.78809 standard deviation. Employees feels uncertain about their position. The highest mean was 3.2479 with 0.69469 standard deviation. This shows that employees found satisfaction in their work accomplishment.

**Table 4.5**  
*Questions for Intrinsic Job Satisfaction*

<b>Job Satisfaction</b>
Q.1 The chance on working the job alone.
Q.2 The freedom to use my own judgement
Q.4 The feeling of accomplishment I get after I completed the job
Q.5 The chance to do different things from time to time
Q.9 I am able to perform the task that don't go against my morality
Q.10 The chance to do something that makes use of my abilities
Q.13 The chance to be somebody in the community
Q.16 Being able to keep busy all the time
Q.17 The way my job provides for steady employment
Q.18 The chance to do things for other people

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Q.19 The chance to tell people what to do

Q.20 The chance to try my own methods of doing the job

---

All response from participant were recorded in Table 4.6:

**Table 4.6**

*Frequencies for Intrinsic Job Satisfaction Overall Response*

	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	Total
Q.1	0	19	175	44	238
Q.2	0	51	142	45	238
Q.4	5	20	124	89	238
Q.5	0	49	162	27	238
Q.9	0	30	170	38	238
Q.10	0	52	146	40	238
Q.13	18	38	171	11	238
Q.16	0	49	162	27	238
Q.17	26	55	137	20	238
Q.18	5	60	125	48	238
Q.19	0	51	142	45	238
Q.20	0	52	146	40	238

Based on Table 4.6, it can be concluded that respondents were quite satisfied with their intrinsic job satisfaction while working. This can be seen where highest frequency for each and every questions recorded for intrinsic job satisfaction was the answer satisfied. Table 4.7 shows results for extrinsic job satisfaction mean and standard deviations.

#### **4.3.2.2 Extrinsic Job Satisfaction**

**Table 4.7**

*Extrinsic Job Satisfaction Mean and Standard Deviation*

	N (Valid)	Mean	Std. Deviation
Praise for good task	238	2.9076	0.72904
Pay and work amount	238	2.4580	0.90726
Manager handles duty	238	2.8109	0.67659
Job advancement	238	2.6345	0.78809
Working condition	238	2.7101	0.65923
Company policies	238	2.7437	0.72148
Manager competencies	238	2.7941	0.74322
Colleague interactions	238	3.0924	0.70551

Mean and standard deviation for employee's extrinsic job satisfaction and recorded the lowest at 2.4580 with standard deviation of 0.90726 for the answer of pay and work amount. Employees feel unsatisfied with the amount of work they have to do but received small payment. The highest mean for extrinsic job satisfaction is through colleague interactions recorded at 3.0924 with a standard deviation of 0.70551. Employees were satisfied to get along with their colleague and work as team to perform and achieve targeted goals.

**Table 4.8**  
*Questions for Extrinsic Job Satisfaction*

<b>Job Satisfaction</b>
Q.3 The praise I get for delivering a good task
Q.6 My pay and the amount of work I do
Q.7 The way my manager handles his/her duty
Q.8 The opportunity I have for advancement in this job
Q.11 The physical working condition
Q.12 The way company policies are put into practice
Q.14 The competence of my supervisor/manager in making decision

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Q.15 The way my colleague gets along with each other

---

Responds from participant for extrinsic job satisfaction was captured and recorded in Table 4.9 below:

**Table 4.9**  
*Frequencies for Extrinsic Job satisfaction Overall Response*

	Very Dissatisfied	Dissatisfied	Satisfied	Very Satisfied	Total
Q.3	5	60	125	48	238
Q.6	40	77	93	28	238
Q.7	5	66	136	31	238
Q.8	26	55	137	20	238
Q.11	21	33	178	6	238
Q.12	22	34	165	17	238
Q.14	17	44	148	29	238
Q.15	7	28	139	64	238

Based on the descriptive analysis for employee extrinsic satisfaction, it can be concluded that employees are most satisfied with their physical working condition. Most of the questionnaire were distributed in shopping mall that is conducive, cozy and luxurious surrounding for employees to work at which influence their work satisfaction.

#### 4.3.3.3 Transformational Leadership Style

**Table 4.10**  
*Transformational Leadership Mean and Standard Deviation*

	N (Valid)	Mean	Std. Deviation
Manager teaching and coaching	238	3.2017	0.63808

Manager helps develop strength	238	2.8824	0.80794
Manager treats employee individually	238	3.0252	0.75151
Manager seek different perspective solving problems	238	2.9328	0.74325
Manager explained future vision	238	2.9958	0.73776
Re-examines assumptions	238	2.8529	0.72290
Manager talks optimistically about future	238	2.8403	0.78470
Manager emphasizes importance of collective mission sense	238	2.7395	0.76817
Manager instils employee's prides	238	2.7185	0.93714
Manager acts the way to be respected	238	2.8151	0.86142
Suggest new ways to complete tasks	238	2.8824	0.74829
Consider moral and ethical value for decisions making	238	2.8824	0.80794
Talks enthusiastically on what needs to be done	238	2.9958	0.73774

Table 4.10 shows the descriptive analysis for transformational leadership variables that indicated managers instil pride in their employee have the lowest mean accounted at 2.7185 with a standard deviation of 0.93714. The highest mean for transformational leadership shows that manager teaching and coaching employee amounting at 3.2017 with standard deviation of 0.63808 which prove that manager's

ability to teach and coach their subordinates happens to satisfy them. Below are questions regarding transformational leadership as shown in Table 4.11:

**Table 4.11**  
*Questions for Transformational Leadership*  
**Job Satisfaction**

Q.1 My manager spends his/her time for teaching and coaching
Q.2 My manager helps me to develop my strength
Q.3 My manager treats me as an individual rather than just a group member
Q.4 My manager seek different perspective when solving problems
Q.5 My manager explained specific vision for the future
Q. 6 My manager re-examine assumptions to questions whether they are appropriate
Q.9 My manager talks optimistically about the future
Q.10 My manager emphasizes the importance of having a collective sense of mission
Q.11 My manager instils prides in me for being associated with him/her
Q.12 My manager acts in ways that build my respect
Q.13 My manager suggests new ways of looking at how to complete assignment
Q.16 My manager considers the moral and ethical consequences of decisions
Q.17 My manager talks enthusiastically about what needs to be done

Based on question portrayed in Table 4.11, the descriptive analysis were conducted as according to participant's response.

**Table 4.12**  
*Frequency for Transformational Leadership Overall Response*

Strongly Disagree	Disagree	Agree	Strongly Agree	Total
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Q. 1	2	22	140	74	238
Q. 2	19	36	137	46	238
Q. 3	9	37	131	61	238
Q. 4	9	47	133	49	238
Q. 5	7	44	130	57	238
Q. 6	14	40	151	33	238
Q. 9	12	59	122	45	238
Q. 10	14	67	124	33	238
Q. 11	34	45	113	46	238
Q. 12	20	54	114	50	238
Q.13	7	61	123	47	238
Q. 16	19	36	137	46	238
Q. 17	7	44	130	57	238

Based on respondent's answers, it can be concluded that most of the studied employees agreed with their manager's conduct while working. Each variables scores the highest frequency for agree meaning to say that employer did a great job in leading their subordinates.

#### 4.3.3.4 Transactional Leadership

**Table 4.13**

*Transactional Leadership Mean and Standard Deviation*

	N (Valid)	Mean	Std. Deviation
Manager provides assistance in exchange to employee's effort	238	2.8487	0.79703
Manager keep tracks of all mistakes	238	2.9244	0.72519
Manager fails to interfere for problem solving	238	2.4118	0.81558



Manager tells clear direction about achievement	238	2.8571	0.74952
Concentrates full attention in dealing with mistakes	238	2.9034	0.73139
Manager directs attention from failure to meet standard	238	2.8529	0.82127
Manager believe "if it ain't broke, don't fix it"	238	2.3992	0.83963
Waits until problem becomes chronic	238	2.5420	0.84464
Express satisfaction when employee perform	238	2.8571	0.74952

The lowest mean for transactional leadership was recorded at 2.3992 with the standard deviation of 0.83963 for manager who believe that nothing should be done if the problem is still bearable. As for the highest mean amounting at 2.9244 with the standard deviation of 0.72519 was recorded for managers that keep tracks of all mistakes.

**Table 4.14**  
*Questions for Transactional Leadership*  
**Job Satisfaction**

Q.7 My manager provides me with assistance in exchange for my effort
Q.8 My manager keeps tracks of all mistakes
Q.14 My manager fails to interfere until problems become serious
Q.15 My manager makes clear what one can expect to receive when performance goals are achieved
Q.18 My manager concentrates his/her full attention on dealing with mistakes, complaints and failure
Q. 19 My manager directs my attention towards failure to meet standard
Q.20 My manager shows that he/she is a firm believer in "if it ain't broken,

don't fix it"

Q.21 My manager demonstrate that problems must become chronic before any action taken

Q.22 My manager expresses satisfaction when I meet expectations

The above questions were introduced to respondent and data collected was interpreted in Table 4.15 for transactional leadership.

**Table 4.15**

*Frequency for Transactional Leadership Overall Response*

	Strongly Disagree	Disagree	Agree	Strongly Agree	Total
Q. 7	12	60	118	48	238
Q. 8	7	51	133	47	238
Q. 14	28	64	124	22	238
Q. 15	7	65	121	45	238
Q. 18	8	52	133	45	238
Q. 19	13	61	112	52	238
Q. 20	28	66	117	27	238
Q. 21	35	79	104	20	238
Q. 22	7	65	121	45	238

Table 4.15 shows the frequency of respondents answering to transactional leadership questions. The descriptive analysis resulted in highest number of respondents agreed on what was asked in the questionnaire regarding their managers or supervisors leadership style. Therefore, transactional leadership was the final item to be interpreted in descriptive analysis.

#### **4.4 Correlations Analysis**

The significance relationship between studied variables was tested using the Pearson's correlation analysis. The strength and significant relationship between

studied variables was analyzed by applying the bivariate correlation analysis. According to Hijazi (2017), the relationship direction between variables can be either positive or negative where positive correlation indicates that as one variable increases, the other variable also increases, whilst negative correlation indicates that when one variable increases, the other variable decreases. The correlation was used to determine the values of the direction, explore the relationship and the p-values of the variables. The hypotheses were used in order to answer the research questions.

**Table 4.16**

*Coefficient Correlation between Transformational, Transactional Leadership and Job Satisfaction*

Variable	1	2	3
Job Satisfaction (1)	1		
Transformational (2)	0.701	1	
Transactional (3)	0.285	0.514	1

*\*\*.* Correlation is significant at the 0.01 level (2-tailed)

Table 4.16 shows correlations of all three variables between job satisfaction, transformational, and transactional leadership. The correlation between transformational and transactional leadership accounts at  $r = 0.514$  with a  $p$  value less than 0.01.

**Table 4.17**

*Coefficient Correlation between Transformational Leadership and Job Satisfaction*

Variable	1	2
Job Satisfaction (1)	1	

Transformational (2)	0.701	1
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*\*\*.* Correlation is significant at the 0.01 level (2-tailed)

The result conveyed in Table 4.17 shows the correlation between transformational leadership style and job satisfaction where there is a significant and moderate correlation when ( $r = 0.701$ ,  $p < 0.01$ ). Therefore, the finding accepted proposed hypothesis and this research supported the H1: There is a significant relationship between transformational leadership and employee's job satisfaction.

**Table 4.18**

*Coefficient Correlation between Transactional Leadership and Job Satisfaction*

Variable	1	2
Job Satisfaction (1)	1	
Transactional (2)	0.285	1

*\*\*.* Correlation is significant at the 0.01 level (2-tailed)

Based on the correlation analysis presented in Table 4.18, indicated that transactional leadership have a significant but very low correlation with job satisfaction where ( $r = 0.285$ ,  $p < 0.01$ ). Therefore, it can be concluded that the finding accepted developed hypothesis and the study supported H2: There is a significant relationship between transactional leadership and employee's job satisfaction.

#### 4.5 Multiple Regression Analysis

**Table 4.19**

*Multiple Regression Analysis Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.706	.499	.495	.32337

a. Predictors: (Constant), Transactional Leadership, Transformational Leadership

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.473	2	12.237	117.019	.000 <sup>b</sup>
	Residual	24.574	235	.105		
	Total	49.047	237			

a. Dependent Variable: overall job satisfaction

b. Predictors: (Constant), transactional leadership , transformational leadership

	Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
	(Constant)	1.639	.148		11.097	.000
	Transformational leadership	.535	.038	.753	14.001	.000
	Transactional leadership	-.118	-.062	-.102	-1.900	.059

a. Dependent Variable: Job satisfaction

As shown in Table 4.19, the multiple regression was conducted for independent variables which were taken as a set, the R-squared shows value of 0.499. The value converted into percentage will give the results of independent variables that includes transformational and transactional leadership accounts 49.9% of the variance in dependent variable which is employee's job satisfaction. The result in Table 4.18 also shows that the overall regression model was significant. The *F* value recorded was 117.019 and the *p* value was less than 0.0001 which indicates that independent variables predicts job satisfaction significantly.

The independent variables later then was analyzed individually which resulted that transformational leadership with the *p* value of 0.000 is a significant predictor for

employee's job satisfaction. However, transactional leadership with a  $p$  value of .059 is not a significant predictor for employee's job satisfaction where the  $p$  value was more than 0.5 as a result. Therefore, the study support H3: Transformational leadership style affect employee's job satisfaction. H4: Transactional leadership style affect employee's job satisfaction was rejected due to the insignificant  $p$  value in multiple regression result. The finding can be supported based on study conducted by Saleem (2015) with a similar result.

**Table 4.20**  
*Summary of Hypothesis Analysis*

Hypotheses	Results
H1: There is a relationship between transformational leadership style and employee's job satisfaction.	Accepted
H2: There is a relationship between transactional leadership style and employee's job satisfaction.	Accepted
H3: Transformational leadership have an effect on employee's job satisfaction.	Accepted
H4: Transactional leadership style have an effect on employee's job satisfaction	Rejected

#### 4.6 Summary

The chapter had reported all findings in this study which intended to determine the relationship between leadership styles and employee's job satisfaction. A total of four hypotheses were developed and tested where the result were all accepted. Correlation analysis was conducted to examine H1 and H2 and the results shows independent variables were correlated with the dependent variable. Regression analysis was conducted to examine H3 and H4 and results shows to accept all hypothesis except for H4. Therefore, leadership style have a significant relationship with job satisfaction.

## **CHAPTER FIVE**

### **DISCUSSION, RECOMMENDATION AND CONCLUSION**

This chapter will discuss in-depth and summarizes the result and findings obtained based on the empirical evidence through hypotheses testing drawn from previous chapter. The flow of this chapter started off with recapitulation on the findings of study, discussion on the measured variable: job satisfaction and leadership style, research implication and research limitations. In addition, recommendations were also suggested for future research.

#### **5.1 Research Recapitulation**

Analyses of data were conducted to investigate the relationship between transformational and transactional leadership style towards job satisfaction among retail employees in Kota Kinabalu, Sabah. A series of statistical analyses were undertaken before reaching the finding stage. The internal consistency of the measures was tested by computing the Cronbach's Alpha values.

The findings indicated that the three hypotheses were supported, and one were rejected. The research question for 1 and 2 that determine the relationship of independent and dependent variable shows there is a significant relationship between the two variables. As for research questions 3 and 4 aims to determine whether independent variable affect the dependent variable, only one independent variable that were found to affect the dependent variable which is the transformational leadership. Transactional leadership resulted not to be the predictor for job satisfaction.

There are four sets of analyses conducted for the findings of this study. The first analysis conducted was the reliability test on the dependent and independent variables. The Cronbach's Alpha resulted from the reliability test shows that transformational leadership accounted at 0.961, transactional leadership accounted at 0.961 and job satisfaction was accounted at 0.934 where all variables have an excellent value for Cronbach's Alpha.

Another analysis undertaken was the descriptive analysis where respondents were profiled according to their gender, educational level, income level and year of services or employment. The frequencies, mean and standard deviation for independent and dependent variables was also captured. Correlation analysis was also conducted to measure the significant relationship between all variables. Results indicates that transformational leadership have a significant and moderate correlation with job satisfaction whilst transaction leadership have a significant and low correlation with job satisfaction. Multiple regression analysis were then performed to analyse the developed hypotheses.

Variables were operationalized using the questionnaire as an instrument to collect the data from retail employees situated in Kota Kinabalu, Sabah. The sample in this study consists of employees from various retail stores. Once the data has been obtained, it was analyzed and interpreted. Questionnaire was the main instrument for data collection, and it contained two types of measurement which include Multifactor Leadership Questionnaire (MLQ) to measure on leadership style and Minnesota Satisfaction Questionnaire (MSQ) to measure job satisfaction.



A pilot study was undertaken to test on the reliability of each items contains in the questionnaire. Based on the result from pilot study, every item used to measure variables in the questionnaire was reliable. The Cronbach's Alpha for MLQ instrument was 0.969 for transformational leadership and 0.905 for transactional leadership. Reliability tested on MSQ instrument resulted in 0.932 Cronbach's Alpha. Hence, all items were accepted as values recorded for reliability test were above 0.7 which later then used in actual study.

Findings in this research revealed that not all four developed hypotheses were accepted. H1 was accepted and supported when there was a significant relationship between every factors of transformational leadership style and job satisfaction that was tested using the Pearson correlation. H2 was also accepted where Pearson correlation analysis indicates that there is a significant relationship between all factors in transactional leadership style and job satisfaction. Based on the analysis, H3 was accepted as transformational leadership style become predictor for employee's job satisfaction. However, H4 was rejected as the results does not indicate that transactional leadership style can be a predictor for employee's job satisfaction among retailers.

## **5.2 Discussions**

The discussion on four proposed hypotheses in this study are as follow:

**Hypothesis 1: There is a relationship between transformational leadership style and employee's job satisfaction.**

As stated from previous findings in this study, the  $r$  value for transformational leadership account at  $r = 0.701$  and the statistical significance of the variable accounted at  $p = 0.000$ . This indicates that there is a moderate and significant relationship between independent variable which is transformational leadership and dependent variable which is employee's job satisfaction. Therefore, the first hypothesis were accepted. This finding can be supported by previous study (Al Khajeh, 2018; Asghar & Oino, 2018; Hijazi, 2017; Loo & Ling, 2018; Nidadhavolu, 2018;).

Transformational and job satisfaction studied had been conducted broadly inclusive of various setting and respondent's background. One of the study conducted by Loo and Ling (2018) was to investigate whether transformational leadership style can be a predictor towards high school teacher in Sarawak. A total of 148 high school teachers participated in this research which resulted that factors in transformational leadership namely individual consideration, idealized influence and inspirational motivation have a significant effect towards teacher's job satisfaction.

Another study conducted in a different setting also found that there is a positive significant relationship between transformational leadership and employee's job satisfaction. Babalola (2016) conducted a study among media employees to determine their level of satisfaction based on leadership style factor. A total of 255 media employees participated in the study and resulted that transformational leadership style conveyed a strong and positive relationship with job satisfaction which also influence employee's performance, organizational commitment and employee's productivity.

**Hypothesis 2: There is a relationship between transactional leadership style and employee's job satisfaction.**

The result recorded in this finding indicates that the  $r = 0.285$  with the  $p = 0.000$ . This shows that there is a significant relationship between transactional leadership style and employee's job satisfaction, but the correlation was relatively low. However, the second hypothesis was still accepted as there are significant relationship between independent variable and dependent variable. Although there is little study conducted for transactional leadership, this result can be supported by a few previous empirical study (Abdelhafiz, Alloubani & Almatari, 2015; Al Khajeh, 2018; Konstantinou & Prezerakos, 2017; Nidadhavolu, 2018; Parvin & Kabir, 2011).

Konstantinou and Prezerakos (2017) conducted a study on transactional leadership and employee's job satisfaction among nurses in the Philippines, later found that there is a significant relationship between studied variables overall. The study consists of 168 respondents and took place at one of the hospital situated in Greece. The study used MLQ instrument to measure leadership style and MSQ instrument to measure job satisfaction. On further note, Konstantinou and Prezerakos (2017) found in their study that the sub-dimension of transactional leadership which is management by exception (MBE) passive brings negative relationship with nurses job satisfaction.

**Hypothesis 3: Transformational leadership have an effect on employee's job satisfaction.**

As the previous finding in this study shows that the transformational leadership style do have an effect towards employee's job satisfaction in retailing. The value of  $R$  square recorded for both transformational and transactional leadership shows that these independent variables accounted 49.9% of the variance in dependent variable which job satisfaction. In addition, the  $F$  value was recorded at 117.019 with a significant value of 0.000. Therefore, it can be concluded that overall both independent variable affect job satisfaction.

Transformational leadership value of  $t = 14.001$  and with  $p$  value = 0.000 which is higher than transactional leadership. The result revealed that transformational leadership contributes the most in the effect of employee's job satisfaction. Hence, the third hypothesis is accepted. This results are supported by few empirical study (Belias & Koustelios, 2014; Boamah, Laschinger, Wong & Clarke, 2018; Hanaysha, Khalid, Mat, Sarassina, Rahman & Zakaria, 2012).

Boamah, Laschinger, Wong and Clarke (2018) conducted a study with a number of 378 participants where it took place at a hospital in Ontario. The respondents were among nurses where their job satisfaction was influence by their leader's transformational style. Boamah, Laschinger, Wong and Clarke (2018) also stated that managers who portrayed transformational leadership style helps create greater work environment that aids in nurse's professionalism and satisfaction.

**Hypothesis 4: Transactional leadership style have an effect on employee's job satisfaction.**

Although the compute data on overall independent variable to have a significance value with job satisfaction, transactional leadership account  $t$  value = -1.900 with a

significant value is more than 0.05 ( $t = -1.900$ ,  $p > 0.05$ ). Therefore, transactional leadership does not affect employee's job satisfaction. The fourth hypothesis was rejected. This study can be supported by Saleem (2014) where a study was conducted in public universities situated at Lahore, Pakistan. A total of 217 respondents among teachers participated and study found that there is a negative association between job satisfaction and transactional leadership style.

Surprisingly, this result were contradicted with few empirical studies (Abdelhafiz, Alloubani & Almatari, 2015; Al Khajeh, 2018; Konstantinou & Prezerakos, 2017; Nidadhavolu, 2018; Parvin & Kabir, 2011). Hijazi (2017) found in his study that transactional indeed affected job satisfaction. Hijazi (2017) compute that one of the transactional leadership component which is MBE Passive affect employee's job satisfaction.

Another study conducted by Sarwar, Mumtaz, Batool and Ikram (2015) where 321 respondents who are employees working for IT department company located in Pakistan. The result indicates that transactional leadership style brings the greatest impact on employee's job satisfaction as compared to another variable measured namely organizational commitment. However, Sarwar, Mumtaz, Batool and Ikram (2015) further note that their findings infers that the respondents see transactional leadership style as their point in making the work done. Therefore, the finding in this research totally does not supported by few empirical studies.

### **5.3 Research Implications**

#### **5.3.1 Theoretical Implications**

Based on the discussion, the results from this study provide both theoretical and practical implications. Conclusion of this study would be discussed from the highlighted significant contribution and general implication to the academicians as well as the industry players. This section will discuss in-depth about the finding that are based on the theoretical and practitioner contribution that lead to the overall research implication. The significant contribution from the result would allow better understanding on the relationship between transformational leadership style, transactional leadership style and employee's job satisfaction.

### **5.3.2 Practical Implication**

The study can be used in order to provide the recommendations or suggestions that might be helpful for retail operation as well as their management team to be success and able to interpret employees needs and wants accordingly that contributed to job satisfaction. The outcome of this study can be applied by the managers in retail industry to enhance employee's job satisfaction which eventually increases work performance.

In addition, the study conducted suggested that transformational leadership plays a vital role in influencing or affecting employee's job satisfaction. Therefore, managers or supervisors must be able to adapt with this leadership style as it brings positive impact for the organization as well.

### **5.4 Research Limitations**

There are several limitations while conducting this study that researcher have to face upon completing the task. One of the limitation was time constraint where the

amount of time given to complete the whole thesis was very short and limited. Besides that, researcher need at least three days just for data collection. This have not include the sorting, analyzing and interpreting the data to give a full and completed result which consume so much time.

Another limitation would be cost. Going back and forth from researcher's location to specified destination such as the designated shopping mall to collect data involves cost. The cost for fuel consumption and parking ticket have to be bare by researcher while conducting this research. Moreover, researcher will spend more than 5 hours a day just to wait for all targeted responded to complete the questionnaire. This is because when researcher came and collected the questionnaire, there are some part of questions that respondent did not answer, forcing researcher to inform respondent to fill it up. Therefore, both time and cost limitations happened simultaneously.

The final limitation for this study is location. Researcher are only able to cover few part of location to conduct the study. Due to time constrain and cost concern, researcher are unable to go for wide coverage in distributing the questionnaire for data collection. The location for this study was conducted and done only specifically in Kota Kinabalu where they are still many other retail store in Sabah that can be a potential place for study to be conducted. Despite all the limitations, researcher were still able to complete the study.

### **5.5 Recommendations for Future Research**

The current research had gained so much valuable and meaningful findings on the relationship between leadership style and retail employee's job satisfaction in Kota Kinabalu, Sabah. Nonetheless, the result from this research had come out with a

number of useful or potential suggestions and recommendations for future researchers. Below are the following ideas:

1. This study only conducted with a targeted respondent of retail employees in Kota Kinabalu, Sabah. Researchers in the future should consider other industry to be studied such as hotels or food and beverages industry. It is also recommended for future researcher to target respondent on a much bigger scale which might interestingly yield results that can possibly generalized findings for the whole population.
2. This study only investigate on two types of leadership styles namely transformational and transactional leadership. It is advisable for researcher to conduct a study with different leadership style such as servant leadership or laissez-faire, which helps practitioners or managers to find the most appropriate leadership style to be conveyed in order to increase employee's job satisfaction.
3. It is also suggested that researcher should make more extensive research in investigating the factors which can heavily influence employee's job satisfaction. Other than leadership, there should be more factors influencing job satisfaction and future researcher should consider on the least studied factors.

## **5.6 Conclusion**

The current study had outlined and achieved the research objectives where all four research question as well as four developed hypotheses have been clarified, addressed and answered. The finding in this result indicates that there is a moderate significant relationship between transformational leadership style and employee's job



satisfaction in the retail industry specifically located at Kota Kinabalu, Sabah. Study also resulted that transactional leadership style have a very low but significant correlation with employee's job satisfaction.

Every organizations aims for ultimate success which can be achieved when employee's overall satisfaction is enhance. As transformational leadership had resulted to influence employee's job satisfaction, it is best for organization to take this concern seriously and improve the leadership style of managers or supervisors to be more on transformational style. Furthermore, as one of the most valuable assets in an organization, employee's need to feel satisfy and motivated to perform well which eventually affect organizational performances. Therefore, higher management need to ensure that their employee's level of satisfaction should be increase or maintained.

In conclusion, this study had successfully extended the existing literature review on leadership style and job satisfaction by conducting and analyzing data, as well as exploring more on the empirical literature review. Hence, it can be concluded that leadership style do have a relationship with job satisfaction and transformational leadership give the strongest effect in this research.

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## **APPENDIX A**



OTHMAN YEOP ABDULLAH  
GRADUATE SCHOOL OF BUSINESS

Dear respondents, thank you for your participation. I am a student in Master of Science (Management) and currently conducting a study on **THE EFFECT OF LEADERSHIP STYLES TOWARDS EMPLOYEE'S JOB SATISFACTION**. Your valuable feedback is highly appreciated.

For any inquiry, kindly contact:

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### **Section A: Demographic Profiles**

1. Gender

☐

Male

☐

Female

2. Level of Education

☐

High School Graduate

☐

Master

☐

Diploma

☐

PHD

☐

Bachelor's degree

3. Level of Income

☐

RM0-1000

☐

RM1001-2000

☐

RM2001-3000

☐

RM3001-4000

☐

RM4001-5000

☐

RM5001 and above

4. Years of Service

☐

Less than a year

☐

1-2 Years

☐

3-4 Years

☐

5 Years and more

## Section B: Leadership Style

For the following section, kindly tick [/] the appropriate box that most closely corresponds to how you feel. Please attempt to answer every question.

***NB: The person that you are being ask to assess is your immediate supervisor/manager. This survey is designed to describe their leadership style.***

No.	Statement	1 Strongly Disagree	2 Disagree	3 Agree	4 Strongly Agree
1	My manager spends his/her time for teaching and coaching				
2	My manager helps me to develop my strength				
3	My manager treats me as an individual rather than just a group member				
4	My manager seek different perspective when solving problems				
5	My manager explained specific vision for the future				
6	My manager re-examine assumptions to questions whether they are appropriate				
7	My manager provides me with assistance in exchange for my effort				
8	My manager keeps tracks of all mistakes				
9	My manager talks optimistically about the future				
10	My manager emphasizes the importance of having a collective sense of mission				
11	My manager instils prides in me for being associated with him/her				
12	My manager acts in ways that build my respect				
13	My manager suggests new ways of looking at how to complete assignment				
14	My manager fails to interfere until problems become serious				
15	My manager makes clear what one can expect to receive when performance goals are achieved				

16	My manager considers the moral and ethical consequences of decisions				
17	My manager talks enthusiastically about what needs to be done				
18	My manager concentrates his/her full attention on dealing with mistakes, complaints and failure				
19	My manager directs my attention towards failure to meet standard				
20	My manager shows that he/she is a firm believer in "if it ain't broke, don't fix it"				
21	My manager demonstrate that problems must become chronic before any action taken				
22	My manager expresses satisfaction when I meet expectations				

### Section C: Job Satisfaction

Kindly indicate the extent to which you are satisfied or dissatisfied with each of the following statement. Mark the appropriate box with a tick [✓].

No.	Statement	1 Very Dissatisfied	2 Dissatisfied	3 Satisfied	4 Very Satisfied
1	The chance on working the job alone				
2	The freedom to use my own judgement				
3	The praise I get for delivering a good task				
4	The feeling of accomplishment I get after I completed the job				
5	The chance to do different things from time to time				
6	My pay and the amount of work I do				
7	The way my manager handles his/her duty				

8	The opportunity I have for advancement in this job				
9	I am able to perform the task that don't go against my morality				
10	The chance to do something that makes use of my abilities				
11	The physical working condition				
12	The way company policies are put into practice				
13	The chance to be somebody in the community				
14	The competence of my supervisor/manager in making decision				
15	The way my colleague gets along with each other				
16	Being able to keep busy all the time				
17	The way my job provides for steady employment				
18	The chance to do things for other people				
19	The chance to tell people what to do				
20	The chance to try my own methods of doing the job				